



Ronald Mason, Jr., J.D.  
*President*

February 22, 2022

The Honorable Phil Mendelson, Chairman  
Council of the District of Columbia  
1350 Pennsylvania Avenue NW, Suite 504  
Washington, DC 20004

Dear Chairman Mendelson:

Please find enclosed the University of the District of Columbia's (UDC) Fiscal Year 2021-2022 performance oversight pre-hearing responses. I look forward to discussing the many exciting accomplishments, as well as the challenges that the University endured over the last year, at UDC's performance oversight hearing on March 4, 2022.

If you have any concerns, or need additional information, please contact me at 202-274-6016, or Christina Setlow, Director of State and Local Affairs, at 202-274-5244 or [christina.setlow@udc.edu](mailto:christina.setlow@udc.edu).

Sincerely,



Ronald Mason, Jr

**ASPIRE. ACCOMPLISH. TAKE ON THE WORLD.**

4200 Connecticut Avenue, NW — Washington, District of Columbia 20008  
Phone: 202.274.6016 ▪ [www.udc.edu](http://www.udc.edu) ▪ Facsimile: 202.274.5304

University of the District of Columbia's (UDC) Responses to Committee of the Whole (COW)  
FY2021-2022 (to date) Performance Oversight Hearing Questions

1. Please provide, as an attachment to your answers, a current organizational chart for your agency with the number of vacant and filled FTEs marked in each box. Include the names of all senior personnel. Also include the effective date on the chart.

**Response:** Please see attachment #1

2. Please provide, as an attachment, a Schedule A for your agency which identifies all employees by title/position, current salary, fringe benefits, and program office as of January 31, 2022. The Schedule A also should indicate all vacant positions in the agency. Please do not include Social Security numbers.

**Response:** Please see attachment #2

3. Please list as of January 31, 2022 all employees detailed to or from your agency, if any, anytime this fiscal year (up to the date of your answer). For each employee identified, please provide the name of the agency the employee is detailed to or from, the reason for the detail, the date the detail began, and the employee's actual or projected date of return.

**Response:** No UDC employees have been detailed this fiscal year.

4. (a) For fiscal year 2021, please list each employee whose salary was \$125,000 or more. For each employee listed provide the name, position title, salary, and amount of any overtime and any bonus pay.

**Response:**

| Name                     | Position                        | Salary        | Special Pay |
|--------------------------|---------------------------------|---------------|-------------|
| Mason Jr., Ronald F.     | President                       | \$ 322,354.00 |             |
| Potter Jr., Lawrence T.  | Chief Academic Officer          | \$ 285,000.00 |             |
| Hutchins, Renee McDonald | Dean, Law School                | \$ 225,178.00 | \$50,000.00 |
| Franklin, David A        | Chief Operating Officer         | \$ 225,178.00 |             |
| Russell, Avis Marie      | General Counsel                 | \$ 225,178.00 |             |
| Latham, William Ulysses  | Chief Student Development and   | \$ 225,178.00 |             |
| Guillory, Monique Ann    | Chief Staff/SVP                 | \$ 225,178.00 |             |
| McCrary Jr., Victor R.   | VP Univ. Res.Grđ Stud & Spon. P | \$ 214,456.00 |             |
| Bates, Evola C.          | Chief of Staff                  | \$ 204,242.00 |             |
| Musara, Munetsi T        | Chief Financial Officer         | \$ 195,477.00 |             |
| Shetty, Devdas           | Dean, SEAS                      | \$ 194,516.00 |             |
| Jones, Dwane L           | Dean, CAUSES                    | \$ 194,516.00 |             |
| Sepehri, Mohamad         | Dean, School of Business and P  | \$ 194,516.00 |             |

| Name                       | Position                            | Salary        | Special Pay |
|----------------------------|-------------------------------------|---------------|-------------|
| Massey, April              | Dean, CAS                           | \$ 194,516.00 |             |
| Broderick, Katherine S     | Professor                           | \$ 190,133.88 | \$10,000.00 |
| Murugan, Suresh B          | VP Information Technology           | \$ 179,957.00 |             |
| Hall, Leeann               | VP Marketing & Communication        | \$ 176,221.00 |             |
| Tatum Sullivan, Deborah L. | Vice President, Human Resource      | \$ 176,221.00 |             |
| Garnett, David             | Director of Student Accounts        | \$ 175,482.00 |             |
| Morgan, Lori P             | Budget Director                     | \$ 167,276.00 |             |
| Mack, Thomas J             | Professor                           | \$ 166,094.71 |             |
| Brittain, John C.          | Professor                           | \$ 166,094.71 | 10,000.00   |
| Thomas, Patricia A.        | Director, Intercollegiate Athletics | \$ 165,012.00 |             |
| Krawczyk, Scott T.         | Associate Chief Academic Officer    | \$ 165,012.00 |             |
| Dussan, Javier E           | VP Facilities & Real Estate         | \$ 165,012.00 |             |
| Chinta, Ravi Ramesh        | Associate Dean                      | \$ 161,277.00 |             |
| Lee, Philip                | Professor                           | \$ 158,445.93 |             |
| Fraidin, Matthew I         | Professor                           | \$ 158,445.93 |             |
| Johnson, Twinette L.       | Professor                           | \$ 158,445.93 |             |
| Adams, LaShanda Taylor     | Professor                           | \$ 158,445.93 |             |
| Brown, Stephanie Y         | Professor                           | \$ 158,445.93 |             |
| Campbell, Kristina M.      | Professor                           | \$ 158,445.93 |             |
| Howells, Louise Anne       | Professor                           | \$ 158,445.93 |             |
| Karin, Marcy Lynn          | Professor                           | \$ 158,445.42 |             |
| Quinn, Mae C               | Professor                           | \$ 158,445.42 |             |
| Cox-Alomar, Rafael A.      | Professor                           | \$ 158,445.00 |             |
| Harris, Lindsay M.         | Professor                           | \$ 158,445.00 |             |
| Snow, Vanita A.            | Professor                           | \$ 158,445.00 |             |
| Waysdorf, Susan L          | Professor                           | \$ 158,444.90 |             |
| Jones, Christine L         | Professor                           | \$ 158,444.90 |             |
| Byam, Stephan A.           | Associate Vice President            | \$ 157,540.00 |             |
| Trapp, Rodney E.           | Vice President Advancement          | \$ 153,805.00 |             |
| Hamilton, Marilyn A I      | Dean                                | \$ 150,069.00 |             |
| Shifa, Mitiku Z            | Controller (University of the       | \$ 144,978.00 |             |
| Massie, Raamonda Lynette   | Financial Manager                   | \$ 142,060.00 |             |
| Saraiya, Krishna           | Chief Audit and Compliance Exe      | \$ 139,965.00 |             |
| Rogers, Michael G.         | Executive Director                  | \$ 139,965.00 |             |
| Eisenlohr, Andrew          | Acting Deputy Chief Op. Officer     | \$ 139,965.00 |             |

| Name                 | Position                              | Salary        | Special Pay |
|----------------------|---------------------------------------|---------------|-------------|
| Regis, Dionne A      | Accounting Manager                    | \$ 138,342.00 |             |
| Brown, Ricardo A.    | Associate Dean                        | \$ 136,349.00 |             |
| Williams, Letitia M. | Associate Vice President              | \$ 136,349.00 |             |
| Garrett, Alex        | Associate VP Fac Real Est Mgmt        | \$ 136,349.00 |             |
| Whatley, Annie P.    | Asst. VP, External Relations          | \$ 132,735.00 |             |
| O'Hara, Sabine U.    | Distinguished Professor               | \$ 131,214.00 |             |
| Byrd, Maria C        | Executive Director                    | \$ 130,646.00 |             |
| Wright, Erica Nicole | Assistant General Counsel             | \$ 126,592.00 |             |
| Redmond, Thomas E.   | Assistant General Counsel             | \$ 126,592.00 |             |
| Gibbs, Tianna N.     | Associate Professor                   | \$ 125,664.00 |             |
| Ching, Bruce M       | Associate Professor                   | \$ 125,663.61 |             |
| Wolitz, David I      | Associate Professor                   | \$ 125,663.61 |             |
| Harris, Mary A       | Director of Contracting & Procurement | \$ 125,506.00 |             |
| Lainez, Jacqueline   | Associate Professor                   | \$ 125,186.20 |             |

(b) For fiscal year 2022, please list each employee whose salary is or was \$125,000 or more. For each employee listed provide the name, position title, salary, and amount of any overtime and any bonus pay as of the date of your response.

**Response:**

| Name                     | Title                               | Salary        | Special Pay |
|--------------------------|-------------------------------------|---------------|-------------|
| Mason Jr., Ronald F.     | President                           | \$ 322,354.00 |             |
| Potter Jr., Lawrence T.  | Chief Academic Officer              | \$ 285,000.00 |             |
| Hutchins, Renee McDonald | Dean, Law School                    | \$ 225,178.00 |             |
| Franklin, David A        | Chief Operating Officer             | \$ 225,178.00 |             |
| Russell, Avis Marie      | General Counsel                     | \$ 225,178.00 |             |
| Latham, William Ulysses  | Chief Student Development and       | \$ 225,178.00 |             |
| Guillory, Monique Ann    | Chief Staff/SVP                     | \$ 225,178.00 |             |
| McCrary Jr., Victor R.   | VP Univ. Res.Grđ Stud & Spon. Prog  | \$ 214,456.00 |             |
| Shetty, Devdas           | Dean, SEAS                          | \$ 194,516.00 |             |
| Jones, Dwane L           | Dean, CAUSES                        | \$ 194,516.00 |             |
| Sepehri, Mohamad         | Dean, School of Business and PA     | \$ 194,516.00 |             |
| Massey, April            | Dean, CAS                           | \$ 194,516.00 |             |
| Broderick, Katherine S   | Professor                           | \$ 190,133.88 |             |
| Murugan, Suresh B        | VP Information Technology           | \$ 179,957.00 |             |
| Hall, Leeann             | VP Marketing & Communication        | \$ 176,221.00 |             |
| Tatum Sullivan, Deborah  | Vice President, Human Resource      | \$ 176,221.00 |             |
| Mack, Thomas J           | Professor                           | \$ 166,094.71 |             |
| Brittain, John C.        | Professor                           | \$ 166,094.71 |             |
| Thomas, Patricia A.      | Director, Intercollegiate Athletics | \$ 165,012.00 |             |
| Krawczyk, Scott T.       | Associate Chief Academic Office     | \$ 165,012.00 |             |
| Dussan, Javier E         | VP Facilities & Real Estate         | \$ 165,012.00 |             |

| Name                   | Title   | Salary        | Special Pay |
|------------------------|---|---------------|-------------|
| Chinta, Ravi Ramesh    | Associate Dean  | \$ 161,277.00 |             |
| Lee, Philip            | Professor   | \$ 158,445.93 |             |
| Fraidin, Matthew I     | Professor   | \$ 158,445.93 |             |
| Johnson, Twinette L.   | Professor   | \$ 158,445.93 |             |
| Adams, LaShanda Taylor | Professor   | \$ 158,445.93 |             |
| Brown, Stephanie Y     | Professor   | \$ 158,445.93 |             |
| Campbell, Kristina M.  | Professor   | \$ 158,445.93 |             |
| Karin, Marcy Lynn      | Professor   | \$ 158,445.42 |             |
| Quinn, Mae C           | Professor   | \$ 158,445.42 |             |
| Cox-Alomar, Rafael A.  | Professor   | \$ 158,445.00 |             |
| Harris, Lindsay M.     | Professor   | \$ 158,445.00 |             |
| Snow, Vanita A.        | Professor   | \$ 158,445.00 |             |
| Jones, Christine L     | Professor   | \$ 158,444.90 |             |
| Byam, Stephan A.       | Associate Vice President                              | \$ 157,540.00 |             |
| Trapp, Rodney E.       | Vice President Advancement                            | \$ 153,805.00 |             |
| Hamilton, Marilyn A I  | Dean  | \$ 150,069.00 |             |
| Byrd, Maria C          | Associate Vice President                              | \$ 139,965.00 |             |
| Saraiya, Krishna       | Chief Audit and Compliance Exe                        | \$ 139,965.00 |             |
| Rogers, Michael G.     | Executive Director                                    | \$ 139,965.00 |             |
| Byrd, Maria C          | Associate Vice President, Institutional Effectiveness | \$ 139,965.00 |             |
| Brown, Ricardo A.      | Associate Dean  | \$ 136,349.00 |             |
| Williams, Letitia M.   | Associate Vice President                              | \$ 136,349.00 |             |
| Garrett, Alex          | Associate VP Fac Real Estate Management               | \$ 136,349.00 |             |
| Whatley, Annie P.      | Asst. VP, External Relations                          | \$ 132,735.00 |             |
| O'Hara, Sabine U.      | Distinguished Professor                               | \$ 131,214.00 |             |
| Leer, Raysa            | Associate Vice President, Financial Affairs           | \$ 129,120.00 |             |
| Reba, Lee Brian        | Senior Advisor,                                       | \$ 127,305.00 |             |
| Wright, Erica Nicole   | Assistant General Counsel                             | \$ 126,592.00 |             |
| Redmond, Thomas E.     | Assistant General Counsel                             | \$ 126,592.00 |             |
| Gibbs, Tianna N.       | Associate Professor                                   | \$ 125,664.00 |             |
| Ching, Bruce M         | Associate Professor                                   | \$ 125,663.61 |             |
| Wolitz, David I        | Associate Professor                                   | \$ 125,663.61 |             |
| Harris, Mary A         | Director of Contracting & Procurement                 | \$ 125,506.00 |             |
| Lainez, Jacqueline     | Associate Professor                                   | \$ 125,186.20 |             |

5. Please list, in descending order, the top 15 overtime earners in your agency for fiscal year 2021. For each, state the employee's name, position or title, salary, and aggregate overtime pay.

**Response:**

| Name                     | Position Title                    | Salary       | Overtime     |
|--------------------------|-----------------------------------|--------------|--------------|
| Thompson, Scott T.       | Supervisory Police Officer, Sgt   | \$ 61,936.00 | \$ 53,806.90 |
| Smith, Ruby              | Communications Specialist         | \$ 54,482.00 | \$ 33,027.21 |
| Stewart, Eliya P.        | Public Safety Dispatcher I        | \$ 47,859.00 | \$ 32,405.67 |
| Terrell, Simmie          | Pneumatic Control Eng             | \$ 45.74     | \$ 19,067.76 |
| McClaney, Brandon        | Police Officer                    | \$ 52,898.00 | \$ 18,853.72 |
| Pollard II, William L.   | Safety & Security Specialist      | \$ 63,452.00 | \$ 18,627.79 |
| Dodd, John A.            | Police Officer                    | \$ 60,166.00 | \$ 15,260.97 |
| Blackmon, Adrian Kenneth | Supervisory Police Officer, Lieut | \$ 63,772.00 | \$ 11,773.29 |
| Browne, Clifton J        | Maintenance Mechanic / Locksmith  | \$ 39.15     | \$ 10,981.58 |
| Frazier, Reginald D.     | Maintenance Mechanic Team Lead    | \$ 82,118.40 | \$ 9,015.36  |
| Thompson, Lakesha        | Supervisory Police Officer, Sgt   | \$ 63,929.00 | \$ 7,964.20  |
| Fraction, Angela D.      | Communications Specialist         | \$ 54,482.00 | \$ 7,541.16  |
| Medina, Radhames         | Maintenance Mechanic              | \$ 70,616.00 | \$ 6,888.75  |
| Gleaton, Tyra L.         | Police Officer                    | \$ 52,898.00 | \$ 5,855.44  |
| Augustinos, Michael K    | Police Officer                    | \$ 52,898.00 | \$ 5,503.81  |

6. For fiscal years 2021 and 2022 (through January 31), please provide a list of employee bonuses or special award pay granted that identifies the employee receiving the bonus or special pay, the amount received, and the reason for the bonus or special pay.

**Response:** The table below includes all the special pay granted during fiscal year 2021. Please note that any special pay is paid at the end of the fiscal year and is subject to funds being available at that time. Thus, we do not currently have information on any special pay that will be paid during fiscal year 2022.

| Name                     | Position         | Salary        | Special Pay |
|--------------------------|------------------|---------------|-------------|
| Hutchins, Renee McDonald | Dean, Law School | \$ 225,178.00 | 50,000.00   |
| Broderick, Katherine S   | Professor        | \$ 190,133.88 | 10,000.00   |
| Brittain, John C.        | Professor        | \$ 166,094.71 | 10,000.00   |

7. For fiscal years 2021 and 2022 (through January 31), please list each employee separated from the agency with separation pay. State the amount and number of weeks of pay. Also, for each, state the reason for the separation.

**Response:**

| Name                    | Position Title                             | Leave Type          | Separation Date | Separation Reason          | Final Annual<br>Leave Balance<br>(Hours) | Final Sick<br>Leave Balance | Payout       |
|-------------------------|--|---------------------|-----------------|----------------------------|--|-----------------------------|--------------|
| Holston, Paul           | Comms. Spec.                               | Annual Leave Only   | 1/15/2021       | Resignation                | 116                                      | 136                         | \$ 3,452.71  |
| Knight, Matthew J.      | Supv., Police Officer Sgt.                 | Annual Leave Only   | 1/15/2021       | Resignation                | 68                                       | 232                         | \$ 2,024.83  |
| Greer, Billy P.         | Pol. Officer                               | Annual Leave Only   | 12/17/2020      | Termination                | 240                                      | 509                         | \$ 6,787.65  |
| Green, Eva S.           | Assoc. Prof., Econ. & Fin./SBPA            | Sick Leave Only     | 8/15/2020       | Retirement - Voluntary     | 0  | 1588                        | \$ 8,133.39  |
| Benatti, Sylvia R.      | Assoc. Prof., Mgmt. Hosp. & Grad. Studs./S | Sick Leave Only     | 12/31/2020      | Retirement - Voluntary     | 0  | 720                         | \$ 3,518.91  |
| Foster-Cook, Shamonika  | Admin. Asst./Stud. Affs.                   | Annual Leave Only   | 1/31/2021       | Termination                | 92                                       | 92                          | \$ 1,885.12  |
| Hayes, Nicholas         | Bldg. Mgr./Stud. Affs.                     | Annual Leave Only   | 1/29/2021       | Resignation                | 224                                      | 177                         | \$ 6,392.51  |
| Posey, Isadora J.       | Prof., Chem. & Phys./CAS                   | Sick Leave Only     | 1/15/2021       | Retirement - Voluntary     | 0  | 2636                        | \$ 16,993.08 |
| Thompson, Camille J.    | Asst. Dir., Admiss./DACSL                  | Annual Leave Only   | 7/10/2020       | Resignation                | 240                                      | 129                         | \$ 9,388.75  |
| Martin, Julius L.       | Asst. Dir., WFDLL/UDCCC                    | Annual Leave Only   | 3/15/2021       | Resignation                | 188                                      | 177                         | \$ 5,872.95  |
| Hughes, Amber L.        | Talent Spec./OHR                           | Annual Leave Only   | 4/30/2021       | Resignation                | 72                                       | 49                          | \$ 2,494.23  |
| Durant, Michael         | Dir., Stud. Succ./WFDLL -UDCCC             | Annual Leave Only   | 5/14/2021       | Resignation                | 240                                      | 240                         | \$ 8,888.07  |
| Jenkins, Andrea L.      | Asst. Dir., Stud. Cntr./Stud. Affs.        | Annual Leave Only   | 5/28/2021       | Resignation                | 240                                      | 74                          | \$ 4,162.39  |
| DeMartino, Cynthia H.   | Dir., LRD                                  | Annual Leave Only   | 12/31/2020      | Resignation                | 124                                      | 64                          | \$ 6,357.23  |
| O'Hara, Sabine U.       | Dean, CAUSES                               | Annual Leave Only   | 9/30/2019       | Transferred to Dist. Prof. | 167                                      |                             | \$ 15,380.76 |
| Rogers, Mackenzie M.    | HR Asst./OHR                               | Annual Leave Only   | 6/15/2021       | Resignation                | 240                                      | 80                          | \$ 5,028.58  |
| Broderick, Katherine S. | Dean, DACSL                                | Annual Leave Only   | 8/16/2018       | Transferred to Dist. Prof. | 240                                      |                             | \$ 21,460.28 |
| Millner, Timothy Leon   | Dir., Capital Projs./Fac. Mgmt.            | Annual Leave Only   | 3/31/2021       | Resignation                | 240                                      | 428                         | \$ 11,184.54 |
| Vermillion, Leslie J.   | Assoc. Prof., Mktg. & Leg./SBPA            | Sick Leave Only     | 8/15/2021       | Retirement - Voluntary     | 0  | 712                         | \$ 4,259.41  |
| Gras, Sara Y.           | Acting Assoc. Dean/DACSL                   | Annual Leave Only   | 7/31/2021       | Resignation                | 164                                      | 164                         | \$ 9,464.94  |
| Mitche, Alison Hammer   | Asst. Dir. Athls./Athls.                   | Annual Leave Only   | 8/31/2021       | Resignation                | 168                                      | 652                         | \$ 4,546.26  |
| Schultz, Andrew Z.      | Prof. Coord., WFDLL/UDCCC                  | Annual Leave Only   | 7/30/2021       | Resignation                | 240                                      | 228                         | \$ 6,494.66  |
| Wilson, Whitney Ashley  | Tal. Spec./OHR                             | Annual Leave Only   | 9/15/2021       | Resignation                | 2  | 2                           | \$ 76.29     |
| Cox, Nicole D.          | Fac. Coord., WFDLL/UDCCC                   | Annual Leave Only   | 9/30/2021       | Resignation                | 43                                       | 36                          | \$ 1,494.04  |
| Hymen, Diane C.         | Deputy Dir. Land Grant Prog./CAUSES        | Annual & Sick Leave | 7/31/2021       | Retirement - Voluntary     | 240                                      | 544                         | \$ 13,699.93 |
| Lacy, Gwynette P.       | Acting Asst. Dean/SBPA                     | Annual Leave Only   | 8/15/2021       | Termination                | 240                                      | 240                         | \$ 13,061.49 |
| Hatchett, Timothy L.    | Asst. V.P. Stud. Dev./Stud. Affs.          | Annual Leave Only   | 11/30/2021      | Resignation                | 240                                      | 567                         | \$ 12,618.98 |
| French, Mary Ann        | University Writer/Editor                   | Annual Leave Only   | 11/30/2021      | Termination                | 240                                      | 318                         | \$ 11,512.61 |
| Mirowski, Victoria      | Proj. Asst./CAUSES                         | Annual Leave Only   | 9/16/2021       | Resignation                | 143                                      | 116                         | \$ 3,709.75  |
| Wood, Jeremy C.         | Rehab. Coun./Stud. Affs.                   | Annual Leave Only   | 11/15/2021      | Resignation                | 240                                      | 214                         | \$ 8,815.21  |

8. For fiscal years 2020, 2021, and 2022 (through January 31), please state the total number of employees receiving worker's compensation payments.

**Response:**

For fiscal year 2020 the University had 0 employees receiving worker's compensation payments.

For fiscal year 2021 the University had 1 employee receiving worker's compensation payments.

For fiscal year 2022 (through January 31), the University had 0 employees receiving worker's compensation payments.

9. Please provide the name of each employee who was or is on administrative leave in fiscal years 2021 and 2022 (through January 31). In addition, for each employee identified, please provide: (1) their position; (2) a brief description of the reason they were placed on leave; (3) the dates they were/are on administrative leave; (4) whether the leave was/is paid or unpaid; and (5) their current status (as of January 31, 2021).

**Response:** The table below includes all the individuals on administrative leave for fiscal year 2021 and 2022 (through January 31).

| Name             | Position               | Reason                              | Dates on Admin Leave                      | Paid/Unpaid | Current Status      |
|------------------|------------------------|-------------------------------------|---|-------------|---------------------|
| Hallack, Mohamed | Project Assistant      | Admin. Investigation                | 4/28/2021 - 5/31/2021                     | Paid        | Employed            |
| Madyun, Mustafaa | Project Director       | Pending Termination                 | 9/24/2021-10/06/2021                      | Paid        | Terminated          |
| Bridges, Antonio | Special Police Officer | Pending Investigation-Criminal Case | 8/9/2021-12/03/2021                       | Unpaid      | Employed            |
| Blackmon, Adrian | Special Police Officer | Pending Termination                 | 8/9/2021 – Pending Final Termination Date | Unpaid      | Pending Termination |

10. For fiscal years 2021 and 2022 (through January 31), please list, in chronological order, all intra-District transfers to or from the agency. Give the date, amount, and reason for the transfer.

**Response:** With respect to intra-District transfers, UDC traditionally does not participate in the intra-District Memorandum of Understanding (MOU) process in the same manner as other District agencies. UDC only sends or receives funds through the DC Treasury for the entities listed below, because the financial systems that UDC and the District operate are independent of each other. The District operates under the SOAR system, whereas UDC operates under the Banner system. These two systems do not interface with each other. However, UDC does have agreements with other District agencies. The agreements are listed below as well as in the response to question #15.

| FY 2021 MOU's |   |               |             |              |  |            |  |
|---------------|---|---------------|-------------|--------------|--|------------|--|
|               | PROJECT TITLE<br>(PURPOSE)  | START<br>DATE | END<br>DATE | TO /<br>FROM | AGENCY<br>NAME   | AMOUNT     | Program  |
| 1             | Adult and Family Education (Provide support to students for training and certification purposes)                                      | 10/1/2020     | 9/30/2021   | FROM         | Office of the State Superintendent of Education (OSSE) | 290,000.00 | College of Arts and Sciences (CAS)                                 |
| 2             | CTE Certification Program (Pay for certification exams for District students who have participated in CTE Priority programs of study) | 10/1/2020     | 9/30/2021   | FROM         | OSSE   | 57,500.00  | Community College Workforce Development & Lifelong Learning (WDLL) |
| 3             | Fuel for UDC Vehicles   | 10/1/2020     | 9/30/2021   | TO           | Dept. of Public Works                                  | 8,206.65   | Facilities   |

|   |  |           |           |      |  |              |   |
|---|--|-----------|-----------|------|--|--------------|---|
| 4 | Paths Project Income Maintenance (Provide training and employment support services to low-income families)   | 10/1/2020 | 9/30/2021 | FROM | Department of Human Services Economic Security Admin     | 1,000,000.00 | School of Business & Public Administration (SBPA)                               |
| 5 | Respite Aide - Caregivers (LG Total Fitness/ Triple Delight Aquatic to continue aquatic fitness classes for UDC)   | 10/1/2020 | 9/30/2021 | FROM | Office of Aging  | 150,000.00   | College of Agriculture, Urban Sustainability, & Environmental Sciences (CAUSES) |
| 6 | Snap Ed-CES (Adopt diet and physical activity practices consistent with Dietary Guidelines for Americans (DGA) and the USDA food guidance)   | 10/1/2020 | 9/30/2021 | FROM | DC Department of Health                                  | 460,000.00   | CAUSES  |
| 7 | Georgetown Partners Program (Curriculum to enhance modules for the Associate of Arts in Education, Infant and Toddler Option program)  | 10/1/2020 | 9/30/2021 | FROM | Dept of Health and Human Services/ Georgetown University | 22,623.00    | Community College   |
| 8 | Dual Enrollment (This grant is a scholarship to support fees and books for up to 60 students at a cost of up to \$565 per student per course)  | 10/1/2020 | 9/30/2021 | FROM | OSSE   | 33,900.00    | Community College   |
| 9 | DCPS SYEP (UDC and DCPS are partnering to offer two occupational training courses – <i>Introduction of Technology</i> and <i>Computer Technician A+</i> – that are focused on providing in-demand, IT-specific | 10/1/2020 | 9/30/2021 | FROM | District of Columbia Public Schools (DCPS)               | 16,330.51    | Community College WDLL  |

|    |   |           |           |      |                                   |            |  |
|----|---|-----------|-----------|------|-----------------------------------|------------|--|
|    | foundational training that will lead to attainment of industry-accredited credentials and opportunities to obtain gainful employment within the IT career sector).  |           |           |      |                                   |            |  |
| 10 | Armored Car Services  | 10/1/2020 | 9/30/2021 | TO   | OCFO                              | 5,328.00   | Office of the Chief Financial Officer (OCFO) |
| 11 | Voice and Data Request  | 10/1/2020 | 9/30/2021 | TO   | DC Net                            | 517,062.00 | IT   |
| 12 | MPD History Program (A curriculum, tours and lecture session for MPD at National Museum of African American History & Culture)  | 10/1/2020 | 9/30/2021 | FROM | Metro Police Department           | 225,000.00 | Community College                            |
| 13 | Vehicle Purchase for UDC  | 10/1/2020 | 9/30/2021 | TO   | Dept. of Public Works             | 80,000.00  | Facilities                                   |
| 14 | Performance Program Evaluation (Provide access to comprehensive, cost-effective, and quality healthcare services for District residents)  | 3/1/2021  | 9/30/2021 | FROM | Department of Health Care Finance | 200,000.00 | CAS  |
| 15 | DCHA Greenleaf (The mission of the UDC/DCHA-funded partnership is to empower residents and to provide a variety of educational opportunities to bolster their confidence and skills set, allowing them to take an active role in improving their futures. The DCHA's public | 3/1/2021  | 9/30/2021 | FROM | DC Housing Authority (DCHA)       | 131,450.00 | Community College WDLL                       |

|    |   |           |           |      |  |            |                        |
|----|---|-----------|-----------|------|--|------------|------------------------|
|    | housing residents and Housing Choice Voucher Program (HCVP) participants training program will help to reduce unemployment and underemployment for residents who have: no work experience and no education; limited work experience and limited education; and/or substantial work experience but remain underemployed without a career pathway to increase self-sufficiency) |           |           |      |  |            |                        |
| 16 | IT Assessments  | 5/7/2021  | 9/30/2021 | TO   | OCTO                                     | 67,313.00  | IT Assessments         |
| 17 | DCOR Initiative (To develop an evidence-based substance use disorders training curriculum, which will include a focus on prevention and treatment of Opioid use disorder (OUD))   | 5/20/2021 | 9/29/2021 | FROM | DC Department of Behavioral Health       | 600,000.00 | CAS                    |
| 18 | DOES WDLL Training (UDC will provide training programs for occupational training for District residents that will lead to gainful employment)   | 5/24/2021 | 9/30/2021 | FROM | Department of Employment Services (DOES) | 76,934.34  | Community College WDDL |

|    |  |           |           |      |   |          |        |
|----|--|-----------|-----------|------|---|----------|--------|
| 19 | Green Zone Environmental Program (To retrofit a parking lot at Langdon Park, located in the degraded Hickey Run watershed, with a closed-loop stormwater treatment train, consisting of urban stormwater tree cells on the corridor of the parking lot and the rainwater harvesting cistern) | 6/15/2021 | 9/30/2021 | FROM | Department of Energy and the Environment (DOEE) | 8,000.00 | CAUSES |
|----|--|-----------|-----------|------|---|----------|--------|

| FY 2022 MOU's |  |            |           |           |                                   |            |                                  |
|---------------|--|------------|-----------|-----------|-----------------------------------|------------|----------------------------------|
|               | PROJECT TITLE (PURPOSE)  | START DATE | END DATE  | TO / FROM | AGENCY NAME                       | AMOUNT     | Program                          |
| 1             | CTE Certification Program (Pay for certification exams for District students who have participated in CTE Priority programs of study)                      | 7/1/2021   | 6/30/2022 | FROM      | OSSE                              | 51,071.25  | Community College WDDL           |
| 2             | Performance Program Evaluation (Provide access to comprehensive, cost-effective and quality healthcare services for residents of the District of Columbia) | 10/1/2021  | 9/30/2022 | FROM      | Department of Health Care Finance | 251,856.00 | College of Arts & Sciences (CAS) |
| 3             | Career and Technical Education/Perkins (Increase the academic, career and technical skills of postsecondary students)                                      | 7/1/2021   | 6/30/2022 | FROM      | OSSE                              | 779,250.06 | Community College                |

|    |  |           |           |      |  |              |   |
|----|--|-----------|-----------|------|--|--------------|---|
| 4  | Adult and Family Education (Provide support to students for training and certification purposes)                 | 10/1/2021 | 9/30/2022 | FROM | OSSE   | 230,000.00   | CAS   |
| 5  | Fuel for UDC Vehicles  | 10/1/2021 | 9/30/2022 | TO   | Dept. of Public Works                                | 8,452.85     | Facilities  |
| 6  | Paths Project Income Maintenance (Provide training and employment support services to low-income families)       | 10/1/2021 | 9/30/2022 | FROM | Department of Human Services Economic Security Admin | 1,000,000.00 | School of Business and Public Administration (SBPA)                               |
| 7  | Snap Ed-CES (Adopt diet and physical activity practices consistent with DGA and the USDA food guidance)          | 10/1/2021 | 9/30/2022 | FROM | DC Department of Health                              | 440,000.00   | College of Agriculture, Urban Sustainability, and Environmental Sciences (CAUSES) |
| 8  | Respite Aide - Caregivers (LG Total Fitness/ Triple Delight Aquatic to continue aquatic fitness classes for UDC) | 10/1/2021 | 9/30/2022 | FROM | Office of Aging                                      | 150,000.00   | CAUSES  |
| 9  | Voice and Data Request   | 10/1/2021 | 9/30/2021 | TO   | DC Net   | 517,062.00   | IT  |
| 10 | Armored Car Services   | 10/1/2021 | 9/30/2022 | TO   | OCFO/UDC   | 5,328.00     | OCFO  |
| 11 | IT Assessments   | 10/1/2021 | 9/30/2022 | TO   | OCTO   | 67,695.18    | IT Assessments  |

11. Please list, in chronological order, every reprogramming of funds into or out of the agency for fiscal years 2021 and 2022 (through January 31). Include a “bottom line” that explains the revised final budget for your agency. For each reprogramming, list the reprogramming number (if submitted to the Council for approval), the date, the amount, and the rationale.

**Response:** For fiscal year 2021, the reprogramming is outlined below.

| ACTIVITY DATE | DESCRIPTION   | AMOUNT   |
|---------------|---|----------|
| 04/02/21      | Additional fund balance spending authority from the D.C. Council Office of the Secretary for a provision in D.C. Law 23-196 | \$30,000 |

|   |                      |
|---|----------------------|
| Original FY 2021 Budget   | \$135,590,835        |
| D.C. Council Office of the Secretary                                      | \$30,000             |
| Mayor Reduction   | (\$1,000,000)        |
| Federal Recovery Funding for Gun Violence Prevention (Building Blocks DC) | 250,000.00           |
| Million Dollar Match  | \$1,500,000          |
| <b>Revised FY 2021 Budget</b>   | <b>\$136,370,835</b> |

For fiscal year 2022 (through January 31<sup>st</sup>), there have not been any reprogrammings of funds into or out of the University.

12. Please list, in chronological order, every reprogramming within your agency during fiscal year 2022 to date. Also, include both known and anticipated intraagency reprogrammings. For each, give the date, amount, and rationale.

**Response:**

| No. | Date      | Description   | Total        |
|-----|-----------|---|--------------|
| 1   | 10/2/2021 | Reallocate funds from Financial Services to various activities to align NPS budget with FY21 spend plan for purchased services and contracts        | \$ 3,736,435 |
| 2   | 10/2/2021 | Reallocate funds from Financial Services to various activities to cover regular pay continuing full time  | \$ 2,372,200 |
| 3   | 10/2/2021 | Reallocate funds from the School of Business and Public Administration to Academic Support (VPAA/Provost) to cover regular pay continuing full time | \$ 156,194   |
| 4   | 10/2/2021 | Reallocate funds from Office of the President to Risk Management and Compliance to cover regular pay continuing full time                           | \$ 140,628   |

| No | Date       | Description  | Total        |
|----|------------|--|--------------|
| 5  | 10/2/2021  | Reallocate funds from Arts and Sciences to Academic Support (VPAA/Provost) to cover regular pay continuing full time   | \$ 93,524    |
| 6  | 10/2/2021  | Reallocate funds from Arts and Sciences to Academic Support (VPAA/Provost) to cover regular pay continuing full time   | \$ 119,406   |
| 7  | 10/2/2021  | Reallocate funds from Financial Services to Registrar and Academic Support (VPAA/Provost) to cover regular pay continuing full time  | \$ 260,152   |
| 8  | 10/2/2021  | Reallocate funds from Office of the President to Legal Services to cover regular pay continuing full time  | \$ 150,221   |
| 9  | 10/2/2021  | Reallocate funds both within the Office of the VPAA/Provost and also from Office of the VPAA/Provost to (CAUSES) to align with revised spend plans for FY22 enhancements (Teacher Preparation Pipeline, Gun Violence Prevention, and Master Gardner Program) | \$ 1,206,800 |
| 10 | 10/2/2021  | Reallocate funds from Major Gifts and Development to Alumni Relations to cover other charges and services  | \$ 20,000    |
| 11 | 10/2/2021  | Reallocate funds from Enrollment Services to Registrar to cover other charges and services   | \$ 4,913     |
| 12 | 10/2/2021  | Reallocate funds from Financial Services to Academic Support (VPAA/Provost) to cover subsidies and transfers   | \$ 30,000    |
| 13 | 10/2/2021  | Reallocate funds from Human Resources Management to Academic Support (VPAA/Provost) to align with spend plan for UDC Academic Infrastructure Support   | \$ 1,636,800 |
| 14 | 10/2/2021  | Reallocate funds from Financial Services to Academic Affairs to cover purchased services and contracts   | \$ 185,335   |
| 15 | 10/2/2021  | Reallocate funds from Financial Services to Academic Affairs to cover purchased services and contracts   | \$ 197,788   |
| 16 | 10/2/2021  | Reallocate funds from Financial Services to Information Technology Management to cover purchased services and contracts  | \$ 2,000,000 |
| 17 | 10/2/2021  | Reallocate funds from Financial Services to Office of the President to cover capital expenditures & equipment  | \$ 3,700     |
| 18 | 10/2/2021  | Reallocate funds from Information Technology Management to Financial Services to cover purchased services and contracts  | \$ 2,000,000 |
| 19 | 10/15/2021 | Reallocate funds from Financial Services to various activities to cover purchased services and contracts   | \$ 1,000,000 |
| 20 | 10/27/2021 | Reallocate funds from Financial Services to Academic Support (VPAA/Provost) to cover purchased services and contracts  | \$ 150,000   |

| No | Date       | Description   | Total      |
|----|------------|---|------------|
| 21 | 10/27/2021 | Reallocate funds from Financial Services to Academic Support (VPAA/Provost) to cover purchased services and contracts     | \$ 75,000  |
| 22 | 10/28/2021 | Reallocate funds from Financial Services to David Clarke School of Law to cover purchased services and contracts          | \$ 150,000 |
| 23 | 10/28/2021 | Reallocate funds from Financial Services to Auxiliary Services to cover purchased services and contracts                  | \$ 72,270  |
| 24 | 11/2/2021  | Reallocate funds from Financial Services to Workforce Dev and LifeLong Learning to cover purchased services and contracts | \$ 47,713  |
| 25 | 11/4/2021  | Reallocate funds from Financial Services to Institutional Effectiveness to cover purchased services and contracts         | \$ 86,100  |
| 26 | 11/9/2021  | Reallocate funds from Accounting Operations to Agency Fiscal Operations to cover purchased services and contracts         | \$ 24,000  |
| 27 | 11/16/2021 | Reallocate funds from Financial Services to Legal Services to cover subsidies and transfers                               | \$ 20,000  |
| 28 | 11/18/2021 | Reallocate funds from Office of the President to Student and Life Services to cover regular pay continuing full time      | \$ 115,416 |
| 29 | 11/23/2021 | Reallocate funds from Financial Services to Workforce Dev and LifeLong Learning to cover purchased services and contracts | \$ 41,407  |
| 30 | 11/23/2021 | Reallocate funds from Financial Services to Engineering to cover supplies and other operating                             | \$ 5,625   |
| 31 | 11/24/2021 | Reallocate funds from Financial Services to David Clarke School of Law to cover purchased services and contracts          | \$ 8,191   |
| 32 | 11/24/2021 | Reallocate funds from Financial Services to CAUSES to cover supplies and other operating                                  | \$ 17,564  |
| 33 | 12/7/2021  | Reallocate funds from Financial Services to David Clarke School of Law to cover purchased services and contracts          | \$ 30,000  |
| 34 | 12/7/2021  | Reallocate funds from David Clarke School of Law to Financial Services to cover subsidies and transfers                   | \$ 30,000  |
| 35 | 12/14/2021 | Reallocate funds from Accounting Operations to Agency Fiscal Operations to cover purchased services and contracts         | \$ 10,000  |
| 36 | 12/16/2021 | Reallocate funds from various activities to Agency Fiscal Operations to cover purchased services and contracts            | \$ 726,000 |
| 37 | 12/23/2021 | Reallocate funds from Financial Services to various activities cover regular pay continuing full time                     | \$ 375,000 |

| No | Date      | Description  | Total      |
|----|-----------|--|------------|
| 38 | 1/6/2022  | Reallocate funds from Auxiliary Services to Student Center to cover regular pay other                                      | \$ 169,029 |
| 39 | 1/21/2022 | Reallocate funds from Financial Services to Public Safety & Awareness Management to cover purchased services and contracts | \$ 53,000  |

13. For fiscal years 2021 and 2022 (as of January 31), please identify each special purpose revenue fund maintained by, used by, or available for use by your agency. For each fund identified, provide: (1) the revenue source name and code; (2) the source of funding; (3) a description of the programs that generates the funds; (4) the amount of funds generated annually by each source or program; and (5) expenditures of funds, including the purpose of each expenditure. For (4) and (5) provide specific data for fiscal years 2020, 2021, and 2022 (as of January 31) and give starting and ending balances. You may wish to present this information first as a list (for numbers 1-5) and then as separate tables for numbers 4 and 5.

**Response:**

**Fiscal Year 2020**

| Code                                       | Name                        | Source of Fund                             | Program Description   | Actual Revenue    | Actual Expenditures | Purpose of Expenditures                 |
|--|-----------------------------|--|---|-------------------|---------------------|---|
| 4151                                       | Endowment Income Fund       | Investment Income for University Endowment | Return on Investments; No Program   | -                 | 3,996,462           | University Operations                   |
| 4152                                       | Indirect Cost Recovery Fund | Indirect Cost Revenue from Grants          | Administrative overhead associated with grants received   | 1,436,707         | 1,000,000           | University Operations                   |
| 4153                                       | Post-Secondary Fund         | Fees and other auxiliary income            | Fees generated by student activity to support areas in the University (i.e. IT, Health, Student Center) | 5,180,498         | 5,062,040           | University Operations                   |
| 4154                                       | Tuition Fund                | Tuition Revenue from student enrollment    | Students attending UDC, Flagship & Community College  | 28,320,055        | 23,577,462          | University Operations                   |
| 4155                                       | DC Agency MOU               | District Government Agencies               | Programs for Students Success, Academic Affairs, UDC-CC WFDLL, CAUSES & Land Grant                      | 4,476,243         | 4,467,996           | Services provided to other UDC agencies |
| <b>Total Special Purpose Revenue Funds</b> |                             |  |   | <b>39,413,503</b> | <b>38,103,960</b>   |   |

| Code | Name                        | Start Balance | End Balance |
|------|-----------------------------|---------------|-------------|
| 4151 | Endowment Income Fund       | 9,004,749     | 9,243,209   |
| 4152 | Indirect Cost Recovery Fund | 4,062,174     | 4,498,882   |
| 4153 | Post-Secondary Fund         | 2,632,943     | 2,747,071   |
| 4154 | Tuition Fund                | 30,415,818    | 35,158,411  |
| 4155 | DC Agency MOU               | -             | -           |

**Fiscal Year 2021**

| Code                                       | Name                        | Source of Fund                             | Program Description   | Actual Revenue    | Actual Expenditures | Purpose of Expenditures                 |
|--|-----------------------------|--|---|-------------------|---------------------|---|
| 4151                                       | Endowment Income Fund       | Investment Income for University Endowment | Return on Investments; No Program   | 9,415             | 824,999             | University Operations                   |
| 4152                                       | Indirect Cost Recovery Fund | Indirect Cost Revenue from Grants          | Administrative overhead associated with grants received   | 1,444,822         | 926,250             | University Operations                   |
| 4153                                       | Post-Secondary Fund         | Fees and other auxiliary income            | Fees generated by student activity to support areas in the University (i.e. IT, Health, Student Center) | 3,961,375         | 3,798,119           | University Operations                   |
| 4154                                       | Tuition Fund                | Tuition Revenue from student enrollment    | Students attending UDC, Flagship & Community College  | 23,140,808        | 20,129,686          | University Operations                   |
| 4155                                       | DC Agency MOU               | District Government Agencies               | Programs for Students Success, Academic Affairs, UDC-CC WFDLL, CAUSES & Land Grant                      | 2,902,354         | 2,902,354           | Services provided to other UDC agencies |
| <b>Total Special Purpose Revenue Funds</b> |                             |  |   | <b>31,458,774</b> | <b>28,581,408</b>   |   |

| Code | Name                        | Start Balance | End Balance |
|------|-----------------------------|---------------|-------------|
| 4151 | Endowment Income Fund       | 9,243,209     | 18,485,923  |
| 4152 | Indirect Cost Recovery Fund | 4,498,882     | 5,021,638   |
| 4153 | Post-Secondary Fund         | 2,747,071     | 2,813,430   |
| 4154 | Tuition Fund                | 35,158,411    | 38,165,350  |
| 4155 | DC Agency MOU               | -             | -           |

**Fiscal Year 2022 (as of 1/31/22)**

| Code                                       | Name                          | Source of Fund                             | Program Description   | Actual Revenue    | Actual Expenditures | Purpose of Expenditures                 |
|--|-------------------------------|--|---|-------------------|---------------------|---|
| 4151                                       | Endowment Income Fund *       | Investment Income for University Endowment | Return on Investments; No Program   | -                 | 94,078              | University Operations                   |
| 4152                                       | Indirect Cost Recovery Fund * | Indirect Cost Revenue from Grants          | Administrative overhead associated with grants received   | 192,784           | 934,667             | University Operations                   |
| 4153                                       | Post-Secondary Fund           | Fees and other auxiliary income            | Fees generated by student activity to support areas in the University (i.e. IT, Health, Student Center) | 1,480,347         | 1,552,522           | University Operations                   |
| 4154                                       | Tuition Fund                  | Tuition Revenue from student enrollment    | Students attending UDC, Flagship & Community College  | 16,766,639        | 5,351,711           | University Operations                   |
| 4155                                       | DC Agency MOU *               | District Government Agencies               | Programs for Students Success, Academic Affairs, UDC-CC WFDLL, CAUSES & Land Grant                      | 385,617           | 385,617             | Services provided to other UDC agencies |
| <b>Total Special Purpose Revenue Funds</b> |                               |  |   | <b>18,825,387</b> | <b>8,318,595</b>    |   |

\*Funds will be received later in the year.

**Fiscal Year 2022 (as of 1/31/22)**

| Code | Name                        | Start Balance | End Balance |
|------|-----------------------------|---------------|-------------|
| 4151 | Endowment Income Fund       | 9,243,209     | 18,485,923  |
| 4152 | Indirect Cost Recovery Fund | 4,498,882     | 5,021,638   |
| 4153 | Post-Secondary Fund         | 2,747,071     | 2,813,430   |
| 4154 | Tuition Fund                | 35,158,411    | 38,165,350  |
| 4155 | DC Agency MOU               | -             | -           |

14. Please provide a table showing your agency's Council-approved original budget, revised budget (after reprogrammings, etc.) for fiscal years 2020, 2021, and the first quarter of 2022. In addition, please explain the variances between fiscal year appropriations and actual expenditures for fiscal years 2020 and 2021.

**Response:**

| <b>FY2020</b>       |                             |                        |                       |                            |                  |   |
|---------------------|-----------------------------|------------------------|-----------------------|----------------------------|------------------|---|
| <b>Program Code</b> | <b>Program Title</b>        | <b>Original Budget</b> | <b>Revised Budget</b> | <b>Actual Expenditures</b> | <b>Variance</b>  | <b>Explanation</b>                      |
| <b>1000</b>         | Agency Mgmt.                | 35,956,794             | 37,371,617            | 36,687,151                 | 684,467          | Unspent NPS                             |
| <b>1001</b>         | Agency Financial Operations | 3,899,707              | 3,823,805             | 3,730,957                  | 92,848           | \$37K PS savings; \$55K unspent NPS     |
| <b>2000</b>         | Student Affairs             | 9,537,703              | 9,037,360             | 8,258,913                  | 778,448          | \$440K PS savings; \$338K unspent NPS   |
| <b>4000</b>         | Academic Affairs            | 44,264,411             | 42,729,153            | 39,779,582                 | 2,949,571        | \$2.1M PS savings; \$773K unspent NPS   |
| <b>6000</b>         | University President        | 11,911,973             | 14,170,583            | 12,995,783                 | 1,174,800        | Unspent NPS                             |
| <b>8000</b>         | Community College           | 25,332,748             | 24,940,330            | 23,413,625                 | 1,526,705        | \$1.5M PS savings                       |
| <b>Grand Total</b>  |                             | <b>130,903,335</b>     | <b>132,072,848</b>    | <b>124,866,010</b>         | <b>7,206,838</b> | Reduction in Tuition Revenue Collection |

For fiscal year 2020, UDC received additional budget authority totaling \$3,850,000 for the following:

- \$2,200,000 for Supplemental Funding Authority
- \$1,500,000 for the Fundraising Match
- \$150,000 for UDC's participation in the DC Affordable Law Firm

UDC also received a reduction in the budget totaling \$2,680,486 as a result of a reduction from the Mayor. The additional budget authority and reduction in the budget resulted in the revised fiscal year 2020 budget noted above. Please note a reduction in tuition revenue and a hiring and spending freeze (unless critical) resulted in a higher variance.

| <b>FY2021</b>       |                             |                        |                       |                            |                   |   |
|---------------------|-----------------------------|------------------------|-----------------------|----------------------------|-------------------|---|
| <b>Program Code</b> | <b>Program Title</b>        | <b>Original Budget</b> | <b>Revised Budget</b> | <b>Actual Expenditures</b> | <b>Variance</b>   | <b>Explanation</b>                              |
| <b>1000</b>         | Agency Management           | 39,614,256             | 34,961,511            | 28,642,940                 | 6,318,571         | \$732K PS savings; \$5.5M unspent NPS           |
| <b>1001</b>         | Agency Financial Operations | 3,988,328              | 4,088,328             | 3,809,476                  | 278,853           | \$245K PS savings; \$33K unspent NPS            |
| <b>2000</b>         | Student Affairs             | 10,534,975             | 13,009,295            | 9,822,192                  | 3,187,103         | \$2.4M PS savings; \$722K unspent NPS           |
| <b>4000</b>         | Academic Affairs            | 43,166,613             | 41,249,405            | 39,265,130                 | 1,984,276         | \$1M PS savings; \$892K unspent NPS             |
| <b>6000</b>         | University President        | 12,238,858             | 16,907,850            | 14,038,277                 | 2,869,572         | \$1.3M PS savings; \$1.4M unspent NPS           |
| <b>8000</b>         | Community College           | 26,047,805             | 26,154,446            | 20,480,644                 | 5,673,802         | \$3.2M PS savings; \$2.4M unspent NPS           |
| <b>Grand Total</b>  |                             | <b>135,590,835</b>     | <b>136,370,835</b>    | <b>116,058,658</b>         | <b>20,312,177</b> | Reduction in Special Purpose Revenue Collection |

For fiscal year 2021, UDC received additional budget authority totaling \$1,780,000 for the following:

- \$1,500,000 for the Fundraising Match
- \$250,000 in federal relief payment funds for gun violence prevention (Building Blocks DC)
- \$30,000 for compliance with D.C. Law 23-196

UDC also received a reduction in the budget totaling \$1,000,000 as a result of a reduction from the Mayor.

The \$20,312,177 variance between the Revised Budget and Actual Expenditures was due to reduced revenue collection and strategic reductions in the expenditures of unrestricted funds. \$11,436,227 of the \$20,312,177 variance is not actually expendable funds but rather is the result of UDC's projected budget authority for fiscal year 2021 being higher than was realized. Revenue collections were \$11,436,227 less than forecasted, primarily attributable to reduced enrollment during the coronavirus public health emergency which resulted in decreased Tuition and Post-Secondary revenue collections.

The remaining variance of \$8,875,950 was the result of a strategic effort to engage proactively in conservative fiscal management. The University prioritized the utilization of its federal Higher Education Emergency Relief Funds (HEERF) to alleviate spending pressures and defray revenue loss caused by reductions in enrollment and associated declines in Tuition and Post-Secondary revenue. This was accomplished by shifting \$4,195,550 in spending from unrestricted funds to the federal HEERF dollars that were eligible to be used for local revenue

loss replacement. Additionally, the University reduced its costs, focusing on filling only critical personnel positions and reducing non-personnel expenditures to ensure spending was managed to reduced revenue levels. This strategic approach to hiring and non-personnel spending coupled with leveraging one-time federal funds allowed the University to end the year within budget and retain special purpose revenue funds to support its continuing and future efforts to rebuild enrollment levels and sustain the institution's long-term financial position.

| <b>FY2022</b>       |                             |                        |                       |                            |                               |
|---------------------|-----------------------------|------------------------|-----------------------|----------------------------|-------------------------------|
| <b>Program Code</b> | <b>Program Title</b>        | <b>Original Budget</b> | <b>Revised Budget</b> | <b>Actual Expenditures</b> | <b>Projected Expenditures</b> |
| <b>1000</b>         | Agency Management           | 28,927,036             | 28,033,689            | 6,487,766                  | 27,991,040                    |
| <b>1001</b>         | Agency Financial Operations | 4,040,557              | 4,040,557             | 864,123                    | 3,945,065                     |
| <b>2000</b>         | Student Affairs             | 10,775,248             | 15,548,664            | 2,021,548                  | 15,547,519                    |
| <b>4000</b>         | Academic Affairs            | 49,219,053             | 49,823,097            | 12,307,562                 | 49,780,805                    |
| <b>6000</b>         | University President        | 17,956,005             | 14,029,739            | 3,681,982                  | 13,727,830                    |
| <b>8000</b>         | Community College           | 27,683,535             | 27,125,689            | 6,188,390                  | 27,077,597                    |
| <b>Grand Total</b>  |                             | <b>138,601,435</b>     | <b>138,601,435</b>    | <b>31,551,371</b>          | <b>138,069,855</b>            |

15. Please list all memoranda of understanding (MOU) either entered into by your agency or in effect during fiscal years 2021 and 2022 (through January 31). For each, describe its purpose, indicate the date entered, and provide the actual or anticipated termination date.

**Response:** UDC exchanged funds with the entities listed below in fiscal year 2021.

| <b>FY 2021 MOU's</b> |   |                   |                 |  |
|----------------------|---|-------------------|-----------------|--|
|                      | <b>PROJECT TITLE (PURPOSE)</b>  | <b>START DATE</b> | <b>END DATE</b> | <b>AGENCY NAME</b>                                     |
| 1                    | Adult and Family Education (Provide support to students for training and certification purposes)                                      | 10/1/2020         | 9/30/2021       | Office of the State Superintendent of Education (OSSE) |
| 2                    | CTE Certification Program (Pay for certification exams for District students who have participated in CTE Priority programs of study) | 10/1/2020         | 9/30/2021       | OSSE   |
| 3                    | Fuel for UDC Vehicles   | 10/1/2020         | 9/30/2021       | Dept. of Public Works                                  |
| 4                    | Paths Project Income Maintenance (Provide training and employment support services to low-income families)                            | 10/1/2020         | 9/30/2021       | Department of Human Services Economic Security Admin   |

|    |   |           |           |  |
|----|---|-----------|-----------|--|
| 5  | Respite Aide - Caregivers (LG Total Fitness/ Triple Delight Aquatic to continue aquatic fitness classes for UDC)  | 10/1/2020 | 9/30/2021 | Office of Aging  |
| 6  | Snap Ed-CES (Adopt diet and physical activity practices consistent with DGA and the USDA food guidance)   | 10/1/2020 | 9/30/2021 | DC Department of Health                                  |
| 7  | Georgetown Partners Program (Curriculum to enhance modules for the Associate of Arts in Education, Infant and Toddler Option program)   | 10/1/2020 | 9/30/2021 | Dept of Health and Human Services/ Georgetown University |
| 8  | Dual Enrollment (This grant is a scholarship to support fees and books for up to 60 students at a cost of up to \$565 per student per course)   | 10/1/2020 | 9/30/2021 | OSSE   |
| 9  | DCPS SYEP (UDC will provide training programs for occupational training for District residents that will lead to gainful employment)  | 10/1/2020 | 9/30/2021 | District of Columbia Public Schools (DCPS)               |
| 10 | Armored Car Services  | 10/1/2020 | 9/30/2021 | OCFO   |
| 11 | Voice and Data Request  | 10/1/2020 | 9/30/2021 | DC Net   |
| 12 | MPD History Program (A curriculum, tours and lecture session for MPD at NMAAHC)   | 10/1/2020 | 9/30/2021 | Metro Police Department                                  |
| 13 | Vehicle Purchase for UDC  | 10/1/2020 | 9/30/2021 | Dept. of Public Works                                    |
| 14 | Performance Program Evaluation (Provide access to comprehensive, cost-effective and quality healthcare services for residents of the District of Columbia)  | 3/1/2021  | 9/30/2021 | Department of Health Care Finance                        |
| 15 | DCHA Greenleaf (The mission of the UDC/DCHA-funded partnership is to empower residents and to provide a variety of educational opportunities to bolster their confidence and skills set, allowing them to take an active role in improving their futures. The DCHA's public housing residents and Housing Choice Voucher Program (HCVP) participants training program will help to reduce unemployment and underemployment for residents who have: no work experience and no education; limited work experience and limited education; and/or substantial work experience but remain underemployed without a career pathway to increase self-sufficiency) | 3/1/2021  | 9/30/2021 | DC Housing Authority (DCHA)                              |

|    |  |           |           |   |
|----|--|-----------|-----------|---|
| 16 | IT Assessments   | 5/7/2021  | 9/30/2021 | OCTO  |
| 17 | DCOR Initiative (To develop an evidence-based substance use disorders training curriculum, which will include a focus on prevention and treatment of Opioid use disorder (OUD))  | 5/20/2021 | 9/29/2021 | DC Department of Behavioral Health              |
| 18 | DOES WDLL Training (UDC will provide training programs for occupational training for District residents that will lead to gainful employment)  | 5/24/2021 | 9/30/2021 | Department of Employment Services               |
| 19 | Green Zone Environmental Program (To retrofit a parking lot at Langdon Park, located in the degraded Hickey Run watershed, with a closed-loop stormwater treatment train, consisting of urban stormwater tree cells on the corridor of the parking lot and the rainwater harvesting cistern) | 6/15/2021 | 9/30/2021 | Department of Energy and the Environment (DOEE) |

UDC has exchanged funds with the entities listed below in fiscal year 2022 (through January 31):

| FY 2022 MOU's |  |            |           |  |
|---------------|--|------------|-----------|--|
|               | PROJECT TITLE (PURPOSE)  | START DATE | END DATE  | AGENCY NAME  |
| 1             | CTE Certification Program (Pay for certification exams for District students who have participated in CTE Priority programs of study)                      | 7/1/2021   | 6/30/2022 | OSSE   |
| 2             | Performance Program Evaluation (Provide access to comprehensive, cost-effective and quality healthcare services for residents of the District of Columbia) | 10/1/2021  | 9/30/2022 | Department of Health Care Finance                    |
| 3             | Career and Technical Education/Perkins (Increase the academic, career and technical skills of postsecondary students)                                      | 7/1/2021   | 6/30/2022 | OSSE   |
| 4             | Adult and Family Education (Provide support to students for training and certification purposes)   | 10/1/2021  | 9/30/2022 | OSSE   |
| 5             | Fuel for UDC Vehicles  | 10/1/2021  | 9/30/2022 | Dept. of Public Works                                |
| 6             | Paths Project Income Maintenance (Provide training and employment support services to low-income families)   | 10/1/2021  | 9/30/2022 | Department of Human Services Economic Security Admin |
| 7             | Snap Ed-CES (Adopt diet and physical activity practices consistent with DGA and the USDA food guidance)  | 10/1/2021  | 9/30/2022 | DC Department of Health                              |

|    |  |           |           |                 |
|----|--|-----------|-----------|-----------------|
| 8  | Respite Aide - Caregivers (LG Total Fitness/ Triple Delight Aquatic to continue aquatic fitness classes for UDC) | 10/1/2021 | 9/30/2022 | Office of Aging |
| 9  | Voice and Data Request   | 10/1/2021 | 9/30/2021 | DC Net          |
| 10 | Armored Car Services   | 10/1/2021 | 9/30/2022 | OCFO            |
| 11 | IT Assessments   | 10/1/2021 | 9/30/2022 | OCTO            |

16. D.C. Law requires the Mayor and the Chief Financial Officer to submit to the Council, simultaneously with a proposed budget submission, actual copies of all agency budget enhancements requests, such as the “Form B” for all District agencies (See D.C. Code § 47-318.05a). In order to help the Committee understand agency needs, and the cost of those needs for your agency, please provide, as an attachment to your answers, all budget enhancement requests submitted by your agency to the Mayor or Chief Financial Officer as part of the budget process for fiscal years 2020, 2021, and 2022.

**Response:** Please see attachment #3

17. Please list all currently open capital projects for your agency (as of January 31st) including those projects that are managed or overseen by another agency or entity. Include a brief description of each, the total estimated cost, expenditures to date, the start and completion dates, and the current status of the project. Also, indicate which projects are experiencing delays and which require additional funding.

**Response:** The table below lists all of the University's currently open capital projects. Because the University has not had sufficient capital funding over the past decade, it has had to complete projects in a piecemeal manner. Thus, many of the projects included in the table below are continuations of previous projects. As such, the total estimated cost listed in the table below often includes the costs of previous project phases that have been completed, thereby causing it to be higher than the total estimated cost provided for in our response to Question 46(a). For example, the total estimated cost, listed in the table below, of renovating 4250 Connecticut Avenue is \$85 million, because that is the total estimated cost of both buying 4250 Connecticut Avenue, which UDC has already done, and renovating it. In contrast, the total estimated cost listed in the table in response to Question 46(a) is only \$40 million, as that's just the cost of renovating that property. For this reason, if one is trying to determine how much additional capital funding UDC needs, please refer to the total estimated costs outlined in our response to Question 46(a).

In contrast, the construction start and end dates provided for in the table below pertain only to the currently open project and not to the total time necessary to complete a given project. For this reason, please also refer to our response to Question 46(a) if trying to determine how much longer it will take UDC to complete a project.

| UG706C Project Description:  |  |  |  |  |
|--|--|--|--|--|
| The University of the District of Columbia (GFO) has one Capital pool project, UG706C, from which several sub-projects are executed. The project is used to renovate the Van Ness Campus and facilities at other locations within the University of the District of Columbia system (UDC), including the University's College of Arts and Sciences, School of Business and Public Administration, School of Law, School of Engineering and Applied Science, College of Agriculture, Urban Sustainability, & Environmental Sciences, and the Community College sites at Bertie Backus and Old Congress Heights. The scope of work may include addressing much needed renovations to classrooms, academic laboratories, athletic facilities, auditoriums, faculty and administrative offices, and material storage areas. The scope of work may also include upgrades to the mechanical, electrical, and structural systems, installation of energy management systems and monitoring equipment, and new energy efficient windows throughout the Van Ness Campus. The projects are designed and constructed with enhancing campus sustainability as a primary objective. |  |  |  |  |
| **The University has requested a budget of \$422M over the next 6 years. The purpose of that funding is to address the need for capital projects associated with the approved Equity Imperative Strategic plan and continued infrastructure upgrades, as well as new construction and swing space requirements.  |  |  |  |  |
| Project UG706C - Active Subproject Status Report & New Projects UG709, UG710, UG711  |  |  |  |  |
| * Estimated/Actual Construction dates are for current or next phase of subproject.   |  |  |  |  |

| Project Title  | Description  | Total Estimated Cost | Total Expenditures to Date | Construction Dates*           | Status   |
|--|--|----------------------|----------------------------|-------------------------------|--|
| Mechanical and Electrical Systems Upgrades   | Complete renovation and/or replacement of mechanical, electrical, and distribution systems throughout the University System. Scope includes installation of energy management and monitoring equipment as well as HVAC systems replacement and electrical and plumbing upgrades.   | \$105M               | \$36,000,502               | June 2021 - June 2022         | <b>Completed the replacement Building 38 Elevators. Completed Building 32 Level 2 AHU &amp; Boiler Replacement. Current Construction phase projects include HVAC upgrades for Building 39 Level 2 &amp; Building 47 Gymnasium.</b>   |
| Strategic Plan Project: Backus Site Development  | UDC CC Campus Development. Phase I, II, and III renovations are completed. Phase IV is currently in the design and construction stage and includes the construction of kitchens for CAUSES. Phase V & VI will include the build out of the remainder of the existing building and the construction of a new 60,000 sf building addition. | \$51M                | \$14,715,109               | Sept 2021 - March 2022        | <b>Commercial Kitchen renovation substantially completed. Part of Phase IV is in design development (student kitchen and classroom). Currently renovating for temporary swing space for relocation of CC from 801 N. Capitol.</b>  |
| Strategic Plan Project: Renovate 4250 Connecticut Avenue from Office Space to Academic Use | Completely renovate the existing 200,000 sf building to convert the former office building into use as academic and administrative uses.   | \$85M                | \$43,381,734               | December 2020 - December 2022 | <b>Building Purchased in 2020 for \$35M. Buildout of Low-Risk Learning Zones during COVID emergency remote instruction. Programming phase for conversion of 4250 to the home for CAS/CAUSES programs. Construction ongoing for swing space renovations in support of MEP &amp; Interior Renovation projects at other campus buildings.</b> |
| Strategic Plan Project: Relocate the University's Main Library from Bldg #41 to Bldg 38/39 | Relocate the University's Main Library from the existing space in bldg 41 to renovated space in bldg 38/39. This includes moving the existing cafeteria out of bldg 38 to the new Student Center and designing and building completely new library spaces.   | \$11M                | \$771,790                  | Feb 2022 - Dec. 2022          | <b>Awaiting final approval of construction contract. Construction is expected to begin in February 2022.</b>   |

|  |   |         |             |                           |   |
|--|---|---------|-------------|---------------------------|---|
| Campus Wide Roof Replacements.                                 | Replacement of roofs campus wide to address the deterioration of the existing roofs and to allow for solar/green roofs to be installed.   | \$19.1M | \$2,725,066 | March 2022 - March 2023   | <b>Roof replacement for Building #38 &amp; Building #32/42 are complete. Construction phase for Building 46E. Awaiting approval of construction contract for Building 39.</b> |
| Campus Wide Window Efficiency Upgrade.                         | Replacement of exterior windows campus wide to address the deterioration and inefficiency of the existing windows.  | \$11.1M | \$3,490,695 | TBD                       | <b>Window installation for buildings 46E &amp; 46W is complete.</b>   |
| Campus Wide Paver Restoration & Irrigation System Improvements | Extension of the Plaza Deck renovation to include the remaining paved areas at the Van Ness Campus. Project will further increase campus green space and improve the irrigation system.   | \$14M   | \$4,383,106 | TBD                       | <b>The next phase of the main plaza renovation project is in design phase and includes waterproofing and paver restoration at Building 52.</b>                                |
| Athletic Facilities Renovations                                | Additional renovations will expand on the first phase of renovations that included the aquatic center and upgraded mechanical systems and locker rooms. Additional upgrades in have included replacing the gymnasium bleachers and flooring, replacing the tennis courts, and additional mechanical system upgrades.              | \$15M   | \$7,605,692 | May 2019 - September 2021 | <b>Completed renovation of Tennis Courts. Currently in the construction phase to install athletic turf on the north athletic field.</b>                                       |
| <b>UG709</b>   |   |         |             |                           |   |
| Workforce Development CC Needs                                 | This project will upgrade Community College Workforce Development program spaces at the Bertie Backus (5171 South Dakota Ave NE in Ward 5) and Old Congress Heights (3100 Martin Luther King Jr Ave SE in Ward 8) locations. The project will include renovations to multipurpose rooms, construct multiple High Flex classrooms. | \$5M    | \$0         | TBD                       | <b>Programming &amp; Design Procurement Phase.</b>  |

|   |   |        |     |     |   |
|---|---|--------|-----|-----|---|
| <b>UG710</b>  |   |        |     |     |   |
| Amazon Web Services Training Campus                         | This project will establish the Amazon Web Services Training Campus at the Community College Workforce Development Center at Old Congress Heights. The scope of work will include the buildout of approximately 15,000 sf a new STEM/IT spaces to include instructional labs, project/makerspaces, high-tech classrooms, and collaborative learning spaces. | \$7.5M | \$0 | TBD | Programming & Design Procurement Phase. |
| <b>UG711</b>  |   |        |     |     |   |
| Bertie Backus Beautification & Workforce                    | This project will provide upgrades to the Bertie Backus site to include landscaping, exterior improvements, and the installation of a community mural. Exterior improvements will include new fencing and renovation of concrete stairs and pathways.   | \$550K | \$0 | TBD | Design/Build Procurement Phase.         |
| <b>Green - Project in Construction Phase</b>                |   |        |     |     |   |
| <b>Orange - Project in Design Phase</b>                     |   |        |     |     |   |
| <b>Red - Construction Complete / Substantially Complete</b> |   |        |     |     |   |

18. Please list all pending lawsuits that name your agency as a party. Please identify which cases on the list are lawsuits that potentially expose the city to significant liability in terms of money and/or change in practices. The Committee is not asking for your judgment as to the city's liability; rather, we are asking about the extent of the claim. For those claims identified, please include an explanation about the issues for each case.

**Response:** The table below details all of the proceedings to which the University is a party and includes the relief sought. The District is not exposed to significant liability in terms of money and/or change in practices in any of the listed pending lawsuits. Pursuant to D.C. Official Code § 38-1202.01, the University of the District of Columbia Board of Trustees is the body corporate that governs the affairs of the University. This includes the ability of the Board of Trustees to sue and be sued. As such, the Board of Trustees is sui juris and is subject to claims independent of the District of Columbia.

| Case/Claim No.                         | Description  | Damages Sought by Plaintiff/ Complainant  |
|--|--|---|
| USDC DC 1:14-cv-00754                  | <i>Cohen v. BOT, et al.</i> -- Former faculty member alleging breach of contract based on termination.     | Claims of violation of 5 <sup>th</sup> Amendment under 42 U.S.C. § 1983, trespass to chattel, conversion, bailee indebtedness, and negligence seeking \$300,000 in compensatory damages. reinstatement, back pay, attorney's fees, and injunctive relief. |
| OEA No. 1601-0026-18                   | <i>Long v. UDC</i> -- Former police officer alleging wrongful termination.                                 | Seeking reinstatement of employment   |
| DC Ct of Appeals No. 18-CV-265         | <i>University of the District of Columbia Faculty Association, et al. v. BOT.</i>                          | Seeking rescission of reduction in force and reinstatement.   |
| D.C. Sup. Ct Case No. 2011 CA 004062 B | <i>Al-rae v. BOT, et al.</i> -- Non- renewal of probationary faculty appointment.                          | Claims for (1) breach of contract; (2) libel and slander; (3) abuse of process; (4) deceit (misrepresentation); (5) harassment; (6) invasion of privacy; and (7) negligence. Seeking unspecified damages.   |
| Arbitration                            | <i>Harvey v UDC</i> -- alleging wrongful discharge.  | Seeking unspecified monetary damages  |
| Arbitration                            | <i>Khatiri and Seyoum</i> -- Involving a reduction in force (RIF). Professors seeking to overturn the RIF. | Seeking reinstatement and damages   |

| Case/Claim No.                            | Description   | Damages Sought by Plaintiff/ Complainant                     |
|---|---|--|
| DC Superior Ct. Case No. 2018 CA 004941 B | <i>Khatari v. BOT</i> -- Adjunct professor alleging age discrimination  | Seeking damages, reinstatement.                              |
| DC Sup. Ct. Case No. 2018 CA 004939 B     | <i>Seyoum v. BOT</i> -- Adjunct professor alleging age discrimination.  | Seeking damages and reinstatement.                           |
| DC Ct of Appeals No. 19-cv-0662           | <i>Khatari v. BOT</i> -- Seeking documents not subject to the Freedom of Information Act (FOIA)                 | Seeking documents  |
| DC Sup. Ct. No. 2019 CA 0094978 B         | <i>Khatari v BOT</i> -- Seeking documents tht are exempt from FOIA.   | Seeking documents  |
| DC Sup. Ct. No. 2019 CA 005059 B          | <i>Khatari v BOT</i> -- Former professor alleging retaliation.  | Seeking damages and reinstatement.                           |
| OEA No. 1601-0006-21                      | <i>Greer v UDC</i> -- Former police officer alleging wrongful termination.                                      | Seeking damages and reinstatement.                           |
| Arbitration/DC Sup. Ct.                   | <i>King-Berry v UDC</i> -- Professor challenging her evaluation for Academic Year 2018-2019.                    | Seeking to correct her evaluation to a minimum score of 3.2. |
| DC OEA Claim No. 7030160640               | <i>Washington v UDC</i> -- Former police officer claim for wrongful termination.                                | Seeking damages.   |
| DC Sup. Ct. No. 2021 CA 003962 B          | <i>Art Display Co. v UDC</i> -- Vendor alleges unpaid wages for services rendered.                              | Seeking unpaid wages.  |
| DC Sup. Ct. No. 2021 CA 003356 B          | <i>Carrington v Tih Koon Tan</i> - - Plaintiff alleges UDC's Law School tax clinic did not file her tax return. | Seeking damages.   |
| DC Sup. Ct. No. 2021 CA 003762 B          | <i>Richards v DC Finance Treasury</i> -- Former faculty member alleging violation of FOIA.                      | Seeking information regarding last paycheck.                 |

| Case/Claim No.                    | Description   | Damages Sought by Plaintiff/ Complainant |
|-----------------------------------|---|--|
| MD Cir. Ct. No. C-02-CV-20-002296 | <i>ADP Group Inc v Alternatives Renewable Solutions LLC -- Writ of Garnishment.</i> | Seeking payment from prime contractor.   |

19. (a) Please list and describe any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed at any time in fiscal years 2021 or 2022 (through January 31).

**Response:** The table below includes all of investigations, studies, audits, or reports that were completed during fiscal years 2021 and 2022 (through January 31st). Specifically, it includes all: 1) U.S. Department of Education, Office of the Civil Rights (OCR) complaints; and 2) Metropolitan Police Department (MPD), Security Officers Management Branch (SOMB) reviews involving employees that were completed during fiscal years 2021 and 2022 (through January 31).

| FY Completed | Employee   | Entity Conducting Investigation | Description                             |
|--------------|------------|---------------------------------|---|
| 2021         | Employee 1 | OCR                             | Discrimination claim due to disability. |
| 2021         | Employee 2 | MPD SOMB                        | Domestic assault                        |
| 2021         | Employee 3 | MPD SOMB                        | Armed while not on duty.                |

- (b) Please list and describe any ongoing investigations, audits, or reports of your agency or any employee of your agency.

**Response:** The table below includes all ongoing investigations, studies, audits, or reports. Specifically, it includes all: 1) U.S. Department of Education, Office of the Civil Rights (OCR) complaints; 2) U.S. Equal Employment Opportunity Commission (EEOC) charges; and 3) D.C. Office of Human Rights (DC OHR) charges. Unless indicated otherwise, all of the individuals

| Employee/Student | Entity Conducting Investigation | Description   | Status  |
|------------------|---------------------------------|---|---------|
| Student 1        | OCR                             | Discrimination claim due to disability.               | Pending |
| Employee 1       | DC OHR                          | Wrongful termination due to age discrimination.       | Pending |
| Employee 2       | DC OHR                          | Discrimination claim due to disability.               | Pending |
| Employee 3       | DC OHR                          | Discrimination claim due to race/ sexual orientation. | Pending |
| Employee 4       | DC OHR                          | Discrimination claim due to disability.               | Pending |
| Student 2        | EEOC                            | Discrimination claim in violation of Title VII.       | Pending |

| Employee/Student | Entity Conducting Investigation | Description                                 | Status  |
|------------------|---------------------------------|---|---------|
| Employee 6       | EEOC                            | Discrimination claim due to race/ethnicity. | Pending |
| Employee 7       | DC OHR                          | Wrongful termination due to discrimination. | Pending |
| Employee 8       | DC OHR                          | Retaliation due to FMLA                     | Pending |
| Student 3        | DC OHR                          | Discrimination due to gender identity.      | Pending |
| Employee 9       | DC OHR                          | Discrimination pay equity.                  | Pending |

20. How many grievances have been filed by employees or labor unions against agency management? Please list each of them by year for fiscal years 2020, 2021, and 2022 (through January 31). Give a brief description of each grievance, and the outcome as of January 31, 2022. Include on the chronological list any earlier grievance that is still pending in any judicial forum.

**Response:**

| Fiscal Year 2020        |             |  |            |  |
|-------------------------|-------------|--|------------|--|
| Union                   | Grievance # | Grievance  | Date Filed | Status   |
| ASFCME                  | G1A029WLJ01 | Unit did not meet the required 14 days' notice to modify work schedule | 1/29/2020  | Closed - Grievance settled at Step 1. Employee refused to sign the settlement agreement; settlement was not paid |
| ASFCME                  | No number   | C39Demand for payment of FY21 COLAs per the CBA                        | 10/12/2020 | Closed - UDC agreed to pay COLAs per the CBA   |
| Fiscal Year 2021        |             |  |            |  |
| no grievances to report |             |  |            |  |
| Fiscal Year 2022        |             |  |            |  |
| no grievances to report |             |  |            |  |

21. (a) Please describe the agency's procedures for investigating allegations of sexual harassment committed by or against its employees.

**Response:** The University is subject to the Title IX regulations for the investigation of allegations of sexual harassment. There are currently two procedures used to investigate allegations of sexual harassment committed by or against its employees:

- 1) If the allegation of sexual harassment is considered to be severe, pervasive, **and** objectively offensive, the following process is used:

An investigation of sexual harassment takes place only after a formal complaint signed by the Complainant is submitted to the Title IX Coordinator. A complaint from a complainant must be in writing and shall include: a) the relevant name(s), date(s), and time(s); b) a detailed description of the allegations of discrimination or harassment, the type of discrimination or harassment being raised; c) the names of any witnesses to the discrimination or harassment; d) requested corrective action or remedies; e) and any other relevant information on which the complaint is based. The complainant must sign the complaint and be willing to have their identity disclosed to the respondent. Notably, there

are circumstances under which the University's Title IX coordinator may choose to pursue an investigation regarding an incident without a formal complaint.

The complaint is given to an investigator, to conduct the investigation. When the investigation is complete the investigator prepares an investigative report. The report is provided to the complainant and the respondent. Unless the complaint is dismissed after the investigation, the matter is scheduled for a hearing. Both the complainant and the respondent have advisors at the hearing who examine witnesses. The hearing is presided over by the decision maker (a person or a panel) who evaluates the evidence and issues a determination of responsibility.

The complainant and respondent may appeal the determination, stating the basis of the appeal. The appeal is heard by a different hearing officer who will make a determination of the appeal.

- 2) In the event a sexual harassment complaint is dismissed under the procedures listed above or the alleged sexual harassment violation is not severe, pervasive, and objectively offensive, the below process will be followed:
  - (1) Reporting Complaints: If an individual who believes that he or she has been the victim of discrimination or harassment decides that he or she wishes to file a complaint, the person must notify the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator that he/she wishes to initiate the formal complaint procedure. An employee may file a complaint with an equal employment opportunity (EEO) counselor at another District agency if so desired.
  - (2) Required Information: A complaint must be in writing and shall include: a) the relevant name(s), date(s), and time(s); b) a detailed description of the allegations of discrimination or harassment; c) the type of discrimination or harassment being raised; d) the names of any witnesses to the discrimination or harassment; e) requested corrective action or remedies; and f) any other relevant information on which the complaint is based. The complainant must sign the complaint and be willing to have their identity disclosed to the respondent, if necessary.
  - (3) Filing Timelines: Sexual harassment complaints by employees adhere to the same procedure as stated in Part IX, Section A of UDC's Anti-Discrimination and Harassment Policy. However, the timelines for such complaints are different. A complainant may file a sexual harassment complaint with the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator or directly with D.C. Office of Human Rights within one year of the alleged incident. If the complaint is filed with the University, it shall have sixty (60) calendar days to resolve the complaint before it is referred to the D.C. Office of Human Rights (OHR) at <http://ohr.dc.gov/complaint>.
  - (4) Investigation of Complaints: During the course of the University complaint procedure, it shall be the responsibility of the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator to discuss with the complainant the options available under this procedure. The Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator will conduct the investigations of all sexual harassment (including sexual assault/sexual violence). During the investigation, the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator will: i) formally apprise the respondent of the charge of discrimination or harassment, in writing; ii) elicit from the respondent an

explanation of what occurred from his/her perspective; iii) provide both parties with the opportunity to provide information and identify witnesses; iv) investigate the allegations by conducting interviews or gathering other relevant information; and v) attempt in a non-legalistic, non-threatening manner to facilitate a solution acceptable to both the complainant and the respondent.

- (5) Resolution of Complaints: The Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator evaluates allegations and evidence to determine if it is more likely than not that the alleged conduct in the complaint occurred. The findings of the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator are memorialized in a written report.

At the conclusion of any investigation, the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator shall conduct an exit interview with the parties and issue exit letters notifying the parties of the outcome.

If the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator believes that there is sufficient evidence to support a violation of UDCs Anti-Discrimination and Harassment policy, the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator will submit a written report of the investigation and recommendations to the Vice President for Human Resources (or designee) for disciplinary action and relief for the complainant, as appropriate, after the conclusion of the investigation. The Vice President for Human Resources (or designee) will subsequently administer disciplinary sanctions and relief for the complainant (as appropriate) in consultation with the responsible Vice President.

If the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator believes there is not sufficient evidence to support a violation of this policy, the complainant and respondent will be so advised in writing.

A confidential, written summary of the investigation and the actions taken under this complaint procedure will be prepared by the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator for the University's use and, together with any other documentation, maintained in an "EO" file in the Office of Human Resources for at least seven (7) years in accordance with the University's record retention policy and applicable law.

- (6) Filing with External Agencies: Upon receipt of the exit letter, the complainant may, if he/she is unhappy with the outcome, file a formal complaint with OHR (<http://ohr.dc.gov/complaint>) within 15 calendar days after the exit interview with the Compliance Officer/Title IX Coordinator/Section 504-ADA Coordinator. However, in accordance with D.C. Law, a respondent does not have the option to move a charge of harassment to OHR.

The University encourages faculty and staff (including student- employees) to utilize the internal complaint process prior to filing an external complaint. However, staff and faculty may file with the U.S. Equal Employment Opportunity Commission (EEOC) ([www.eeoc.gov](http://www.eeoc.gov)). The EEOC has its own filing timeframes which may be found on its website, but they generally are within 180 days of the alleged act.

(b) If different, please describe the agency's procedures for investigating allegations of misconduct.

**Response:** Allegations of misconduct are investigated based on the type of misconduct. If the misconduct is any type of discrimination or retaliation, then the process discussed above in Question 21(a) is followed. For other types of misconduct, investigations are conducted by the respective department. During a department-level investigation, evidence is obtained, witnesses are interviewed, and a determination is made as to whether disciplinary action should be taken.

(c) List and describe each allegation received by the agency in FY 2021 and FY 2022 (as of January 31) and the resolution of each as of the date of your answer.

**Response:**

| Date      | Alleged Basis of Complaint                                      | Result                                   |
|-----------|---|--|
| 8/24/2021 | Employee alleged sexual harassment based on sexual orientation. | Closed. No finding of sexual harassment. |

22. In table format, please list the following for fiscal years 2021 and 2022 (through January 31, 2021) regarding the agency's use of SmartPay (credit) cards for agency purchases: (1) individuals (by name and title/position) authorized to use the cards; (2) purchase limits (per person, per day, etc.); and (3) total spent (by person and for the agency).

**Response:** Below is UDC's use of SmartPay (credit) cards for fiscal years 2021 and 2022 (though January 31<sup>st</sup>). The first table represents fiscal year 2021, and the second table represents fiscal year 2022 (through January 31<sup>st</sup>).

**Fiscal Year 2021:**

| Cardholder Name     | Title   | Sum of Transactions | Cycle Amount Limit | Daily Amount Limit | Single Amount Limit |
|---------------------|---|---------------------|--------------------|--------------------|---------------------|
| ADEBAYO, SEQUOYAH   | Director, Veteran Affairs                           | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| ARORA, ANSHU        | Associate Professor, Marketing                      | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| AXUM, MCHEZAJI      | Director, Urban Agriculture and Gardening Education | \$ 104,041.18       | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BANKHEAD, REBECCA   | Director, Center of 4H & Youth                      | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BECKETT, TRELAUNDA  | Special Assistant, CSDSO                            | \$ 39,798.25        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BEHERA, PRADEEP     | Professor/Chair, Civil Engineering                  | \$ 26,544.85        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BROOME, MELBA       | Director, Learning Resources                        | \$ 33,596.39        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BYRD, MARIA         | Executive Director, OPIE                            | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| CARTER, SAUNDRA     | Director, TRIO                                      | \$ 26,928.21        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| COLBERT, RODGER     | Head Coach, Lacrosse                                | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| CONQUEST, MONIQUE   | Administrative Assistant, MHGS                      | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| COTAE, PAUL         | Director, SEAS                                      | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| CULMER III, RONALD  | Deputy Chief of Police                              | \$ 15,782.50        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| DAVIDSON, LAURA-LEE | Director, Sponsored Programs                        | \$ 525.11           | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |

|                           |   |              |              |              |              |
|---------------------------|---|--------------|--------------|--------------|--------------|
| DCGOV, UDC<br>PROCUREMENT | OCP Purchase Card   | \$ 88,706.03 | \$ 30,000.00 | \$ 30,000.00 | \$ 45,000.00 |
| DEKSISSA,<br>TOLESSA      | Director, WRR   | \$ 57,779.60 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| DOUGLAS,<br>BRIANA        | Staff Assistant, Sponsored Programs                           | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| DUNLAP,<br>SHARLEETA      | Admissions Specialist   | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| EBA, ANDRE                | Faculty Coordinator, UDCCC-WDLL                               | \$ 15,759.30 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| FLEMING, JEFFERY          | Associate Dean, Academic Affairs                              | \$ 42,282.01 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| FLOWERS,<br>ANGELYN       | Professor, HSJA   | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| FOSTER, MARIEO            | Separated/Closed  | \$ 7,425.80  | \$ 3,500.00  | \$ 3,500.00  | \$ 10,000.00 |
| FRANKLIN,<br>BEVERLY      | Separated/Closed  | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| FRANKLIN, DAVID           | COO   | \$ 581.83    | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| GAMMAGE,<br>PAMELA        | Office Manager, Enrollment Services                           | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| GARRETT, ALEX             | Vice President, Facilities and Real Estate<br>Management      | \$ 13,476.71 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| GARRETT, TAYLOR           | Administrative Assistant, OGC                                 | \$ 5,024.16  | \$ 5,000.00  | \$ 5,000.00  | \$ 20,000.00 |
| GARRISON,<br>KATHERINE    | Staff Assistant, OCFO   | \$ 11,766.87 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| GOODING-JONES,<br>LAVERNE | Secretary, Nursing and Allied Health                          | \$ 41,598.73 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| GOYAL, TARSAIM            | Closed  | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| GRANT, SIMONE             | Head Coach, Track and Field                                   | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| GRAS, SARA                | Separated/Closed  | \$ 13,865.16 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| GRAY, JUANITA             | Director of Residence Life/ Director,<br>Community Engagement | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| HAASE,<br>CASSANDRA       | Separated/Closed  | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| HAGHANI, SASAN            | Assistant Professor, Electrical Engineering                   | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| HARE, WILLIAM             | Associate Dean, CAUSES  | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| HARRIS, MICHAEL           | Office Manager, School of Law                                 | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| HATCHETT,<br>TIMOTHY      | Separated/Closed  | \$ 65,549.01 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| HENDRICK, GIANA           | Operations Manager, UDCCC-CEO                                 | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| HOLIDAY-JONES,<br>OCTAVIA | Administrative Specialist, UDCCC-WDLL                         | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| IDEHEN,<br>OSAMUYIMEN     | Financial Analyst, School of Law                              | \$ 80,589.10 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| JAMISON, DENISE           | Library Technician  | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| JENKINS, ANDREA           | Associate Director, Student Development                       | \$ 4,487.30  | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| JENNINGS,<br>MELINDA      | Director, Student Life  | \$ 38,016.50 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| JOHNSON, JERRY            | Director, UDCCC-Operations                                    | \$ 5,946.25  | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| JONES, DWANE              | Dean, CAUSES  | \$ 34,286.62 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| KING, EDNA                | Specialist, University Advancement                            | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| KLEIN, KATE               | Associate Professor/Dept. Chair,<br>Mechanical Engineering    | \$ 16,301.13 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| LANKFORD, ANN             | Director, Student Engagement                                  | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| LATHAM, WILLIAM           | Chief Student Development Officer                             | \$ 31,964.45 | \$ 5,000.00  | \$ 5,000.00  | \$ 20,000.00 |
| LIANG, LILY               | Professor, MSCS Program Director                              | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| MAHAFFEY,<br>THEODORE     | Head Coach, Tennis  | \$ 6,068.10  | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| MASSEY, APRIL             | Dean, Arts & Sciences   | \$ 43,760.04 | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |
| MCNALLY,<br>TRINICE       | Director, Center for DIMA                                     | \$ 0.00      | \$ 2,500.00  | \$ 2,500.00  | \$ 10,000.00 |

|                          |   |               |             |             |              |
|--------------------------|---|---------------|-------------|-------------|--------------|
| MOFFETT, JARED           | Executive Director, Career Services                   | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| MONROE-LORD, LILLIE      | Director, Center for Nutrition                        | \$ 81,780.32  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| NAKPODIA, JOHN           | Assistant Coach, Basketball                           | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| NICHOLAS, BRITTANY       | Staff Assistant, Office of the President              | \$ 39,177.45  | \$ 5,000.00 | \$ 5,000.00 | \$ 25,000.00 |
| OJUMU, MERCY             | Nurse Practitioner, Health Services                   | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| OSOSANYA, ESTHER         | Professor/Chair, Electrical Engineering               | \$ 13,934.85  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| PHILLIP, JOEL            | Separated/Closed                                      | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| PLUMMER, YOLANDRA        | Associate Professor, PATHS                            | \$ 18,642.52  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| POTTER JR, LAWRENCE      | CAO/Provost, Professor of English                     | \$ 30,077.12  | \$ 5,000.00 | \$ 5,000.00 | \$ 20,000.00 |
| PRICE, JESSIE            | Project Manager, UDCCC-Academic Affairs               | \$ 30,052.83  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| PUGH, NAKIA              | Associate Registrar                                   | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| REBA, LEE BRIAN          | Executive Director, Office of the President           | \$ 94,609.58  | \$ 5,000.00 | \$ 5,000.00 | \$ 20,000.00 |
| RILEY, MICHAEL           | Head of Admissions                                    | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| ROBINSON, RENICA         | Administrative Specialist, UDCCC-WDLL                 | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| ROGERS, MACKENZIE        | Assistant, OTM  | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| ROGERS, MICHAEL          | Director, ISM   | \$ 52,226.42  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| RUFFIN, ZHANE            | Head Coach, Women's Lacrosse                          | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| RUSSELL, DONI            | Director, Student Outreach                            | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| RUSO, WILLIAM            | Director, Aviation                                    | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| SANTIAGO, JOSE           | Separated/Closed                                      | \$ 89,466.94  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| SHAHIRINIA, AMIR HOSSEIN | Assistant Professor, Electrical Engineering           | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| SHETTY, DEVDAS           | Dean, Electrical Engineering                          | \$ 38,403.31  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| STRONG, WYL              | Project Specialist, OCAO                              | \$ 95,536.44  | \$ 5,000.00 | \$ 5,000.00 | \$ 15,000.00 |
| SUMMERS, TONY            | Chief Community College Officer, UDCCC                | \$ 0.00       | \$ 5,000.00 | \$ 5,000.00 | \$ 20,000.00 |
| SYKES, CONCHITA          | Administrative Specialist, Academic Affairs           | \$ 26,671.53  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| TAYLOR, ANITA            | Program Manager, STEM Center Grant                    | \$ 3,909.17   | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| THOMAS, KELLEY           | Executive Assistant, School of Business               | \$ 18,899.36  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| THOMAS, PATRICIA         | Director, Athletics                                   | \$ 16,011.18  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| THOMPSON, CAMILLE        | Separated/Closed                                      | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| THOMPSON, LARA           | Associate Professor, Mechanical Engineering           | \$ 5,925.27   | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| THOMPSON, MATT           | Head Coach, Soccer                                    | \$ 19,803.81  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| TYAGI, PAWAN             | Assistant Professor, Civil and Mechanical Engineering | \$ 84,448.75  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| VEASLEY, QUINTIN         | Director, Residence Life                              | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| WANG, LEI                | Assistant Professor, Mechanical Engineering           | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| WELLMAN, BRIANA          | Professor/Chair, Computer Science                     | \$ 5,692.78   | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| WILLIAMS, EDDIE          | Assistant, Continuing Education                       | \$ 0.00       | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| WILLIAMS, LETITIA        | Assistant VP, Student Development                     | \$ 113,598.47 | \$ 5,000.00 | \$ 5,000.00 | \$ 20,000.00 |
| WILLIAMS, NAILAH         | Director, Financial Aid                               | \$ 60,010.55  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| WMASSEY, ROSALYN         | Administrative Specialist, WDLL                       | \$ 11,263.90  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| XU, JIAJUN               | Assistant Professor, Civil and Mechanical Engineering | \$ 48,553.90  | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |

|                   |  |                        |             |             |              |
|-------------------|--|------------------------|-------------|-------------|--------------|
| ZENDEHDEL, KAMRAN | Director, Center for Sustainable Development | \$ 72,300.33           | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
| ZHANG, NIAN       | Associate Professor, Electrical Engineering  | \$ 0.00                | \$ 2,500.00 | \$ 2,500.00 | \$ 10,000.00 |
|                   | <b>Agency Total</b>                          | <b>\$ 1,943,447.97</b> |             |             |              |

## Fiscal Year 2022:

| Cardholder Name        | Title   | Sum of Transactions | Cycle Amount Limit | Daily Amount Limit | Single Amount Limit |
|------------------------|---|---------------------|--------------------|--------------------|---------------------|
| ADEBAYO, SEQUOYAH      | Director, Veteran Affairs                             | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| ARORA, ANSHU           | Associate Professor, Marketing                        | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| AXUM, MCHEZAJI         | Director, Urban Agriculture and Gardening Education   | \$ 24,961.76        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BANKHEAD, REBECCA      | Director, Center of 4H & Youth                        | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BECKETT, TRELAUNDA     | Special Assistant, CSDSO                              | \$ 25,771.87        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BEHERA, PRADEEP        | Professor/Chair, Civil Engineering                    | \$ 11,089.80        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BROOME, MELBA          | Director, Learning Resources                          | \$ 10,696.78        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| BYRD, MARIA            | Executive Director, OPIE                              | \$ 313.92           | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| CARTER, SAUNDRA        | Director, TRIO  | \$ 8,956.44         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| COLBERT, RODGER        | Head Coach, Lacrosse                                  | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| CONQUEST, MONIQUE      | Administrative Assistant, MHGS                        | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| COTAE, PAUL            | Director, SEAS  | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| CULMER III, RONALD     | Deputy Chief of Police                                | \$ 1,975.17         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| DAVIDSON, LAURA-LEE    | Director, Sponsored Programs                          | \$ 100.00           | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| DCGOV, UDC PROCUREMENT | OCP Purchase Card                                     | \$ 33,027.79        | \$ 30,000.00       | \$ 30,000.00       | \$ 45,000.00        |
| DEKSISSA, TOLESSA      | Director, WRR   | \$ 10,190.98        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| DOUGLAS, BRIIANA       | Staff Assistant, Sponsored Programs                   | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| DUNLAP, SHARLEETA      | Admissions Specialist                                 | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| EBA, ANDRE             | Faculty Coordinator, UDCCC-WDLL                       | \$ 4,575.00         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| FLEMING, JEFFERY       | Associate Dean, Academic Affairs                      | \$ 10,808.53        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| FLOWERS, ANGELYN       | Professor, HSJA                                       | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| FOSTER, MARIEO         | Separated/Closed                                      | \$ 0.00             | \$ 3,500.00        | \$ 3,500.00        | \$ 10,000.00        |
| FRANKLIN, BEVERLY      | Separated/Closed                                      | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| FRANKLIN, DAVID        | COO   | \$ 376.76           | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| GAMMAGE, PAMELA        | Office Manager, Enrollment Services                   | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| GARRETT, ALEX          | Vice President, Facilities and Real Estate Management | \$ 4,835.83         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| GARRETT, TAYLOR        | Administrative Assistant, OGC                         | \$ 1,261.38         | \$ 5,000.00        | \$ 5,000.00        | \$ 20,000.00        |
| GARRISON, KATHERINE    | Staff Assistant, OCFO                                 | \$ 2,257.93         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| GOODING-JONES, LAVERNE | Secretary, Nursing and Allied Health                  | \$ 13,878.49        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| GOYAL, TARSAIM         | Closed  | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| GRANT, SIMONE          | Head Coach, Track and Field                           | \$ 6,619.10         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| GRAS, SARA             | Separated/Closed                                      | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |

| Cardholder Name        | Title  | Sum of Transactions | Cycle Amount Limit | Daily Amount Limit | Single Amount Limit |
|------------------------|--|---------------------|--------------------|--------------------|---------------------|
| GRAY, JUANITA          | Director of Residence Life/ Director, Community Engagement | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| HAASE, CASSANDRA       | Separated/Closed   | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| HAGHANI, SASAN         | Assistant Professor, Electrical Engineering                | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| HARE, WILLIAM          | Associate Dean, CAUSES                                     | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| HARRIS, MICHAEL        | Office Manager, School of Law                              | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| HATCHETT, TIMOTHY      | Separated/Closed   | \$ 15,723.07        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| HENDRICK, GIANA        | Operations Manager, UDCCC-CEO                              | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| HOLIDAY-JONES, OCTAVIA | Administrative Specialist, UDCCC-WDLL                      | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| IDEHEN, OSAMUYIMEN     | Financial Analyst, School of Law                           | \$ 27,661.02        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| JAMISON, DENISE        | Library Technician   | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| JENKINS, ANDREA        | Associate Director, Student Development                    | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| JENNINGS, MELINDA      | Director, Student Life                                     | \$ 33,655.88        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| JOHNSON, JERRY         | Director, UDCCC-Operations                                 | \$ 2,133.39         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| JONES, DWANE           | Dean, CAUSES   | \$ 29,280.31        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| KING, EDNA             | Specialist, University Advancement                         | \$ 6,355.89         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| KLEIN, KATE            | Associate Professor/Dept. Chair, Mechanical Engineering    | \$ 13,260.45        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| LANKFORD, ANN          | Director, Student Engagement                               | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| LATHAM, WILLIAM        | Chief Student Development Officer                          | \$ 32,761.01        | \$ 5,000.00        | \$ 5,000.00        | \$ 20,000.00        |
| LIANG, LILY            | Professor, MSCS Program Director                           | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| MAHAFFEY, THEODORE     | Head Coach, Tennis   | \$ 3,159.58         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| MASSEY, APRIL          | Dean, Arts & Sciences                                      | \$ 13,489.02        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| MCNALLY, TRINICE       | Director, Center for DIMA                                  | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| MOFFETT, JARED         | Executive Director, Career Services                        | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| MONROE-LORD, LILLIE    | Director, Center for Nutrition                             | \$ 23,494.53        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| NAKPODIA, JOHN         | Assistant Coach, Basketball                                | \$ 11,660.09        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| NICHOLAS, BRITTANY     | Staff Assistant, Office of the President                   | \$ 27,877.32        | \$ 5,000.00        | \$ 5,000.00        | \$ 25,000.00        |
| OJUMU, MERCY           | Nurse Practitioner, Health Services                        | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| OSOSANYA, ESTHER       | Professor/Chair, Electrical Engineering                    | \$ 9,424.42         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| PHILLIP, JOEL          | Separated/Closed   | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| PLUMMER, YOLANDRA      | Associate Professor, PATHS                                 | \$ 2,126.77         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| POTTER JR, LAWRENCE    | CAO/Provost, Professor of English                          | \$ 2,968.66         | \$ 5,000.00        | \$ 5,000.00        | \$ 20,000.00        |
| PRICE, JESSIE          | Project Manager, UDCCC-Academic Affairs                    | \$ 4,608.33         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| PUGH, NAKIA            | Associate Registrar  | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| REBA, LEE BRIAN        | Executive Director, Office of the President                | \$ 22,778.87        | \$ 5,000.00        | \$ 5,000.00        | \$ 20,000.00        |
| RILEY, MICHAEL         | Head of Admissions   | \$ 9,175.10         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| ROBINSON, RENICA       | Administrative Specialist, UDCCC-WDLL                      | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| ROGERS, MACKENZIE      | Assistant, OTM   | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| ROGERS, MICHAEL        | Director, ISM  | \$ 18,067.91        | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| RUFFIN, ZHANE          | Head Coach, Women's Lacrosse                               | \$ 0.00             | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |

| Cardholder Name          | Title   | Sum of Transactions  | Cycle Amount Limit | Daily Amount Limit | Single Amount Limit |
|--------------------------|---|----------------------|--------------------|--------------------|---------------------|
| RUSSELL, DONI            | Director, Student Outreach                            | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| RUSO, WILLIAM            | Director, Aviation                                    | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| SANTIAGO, JOSE           | Separated/Closed                                      | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| SHAHIRINIA, AMIR HOSSEIN | Assistant Professor, Electrical Engineering           | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| SHETTY, DEVDAS           | Dean, Electrical Engineering                          | \$ 2,815.85          | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| STRONG, WYL              | Project Specialist, OCAO                              | \$ 19,480.51         | \$ 5,000.00        | \$ 5,000.00        | \$ 15,000.00        |
| SUMMERS, TONY            | Chief Community College Officer, UDCCC                | \$ 0.00              | \$ 5,000.00        | \$ 5,000.00        | \$ 20,000.00        |
| SYKES, CONCHITA          | Administrative Specialist, Academic Affairs           | \$ 7,626.26          | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| TAYLOR, ANITA            | Program Manager, STEM Center Grant                    | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| THOMAS, KELLEY           | Executive Assistant, School of Business               | \$ 8,126.46          | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| THOMAS, PATRICIA         | Director, Athletics                                   | \$ 45,918.38         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| THOMPSON, CAMILLE        | Separated/Closed                                      | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| THOMPSON, LARA           | Associate Professor, Mechanical Engineering           | \$ 3,825.48          | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| THOMPSON, MATT           | Head Coach, Soccer                                    | \$ 14,809.92         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| TYAGI, PAWAN             | Assistant Professor, Civil and Mechanical Engineering | \$ 16,704.25         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| VEASLEY, QUINTIN         | Director, Residence Life                              | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| WANG, LEI                | Assistant Professor, Mechanical Engineering           | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| WELLMAN, BRIANA          | Professor/Chair, Computer Science                     | \$ 185.00            | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| WILLIAMS, EDDIE          | Assistant, Continuing Education                       | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| WILLIAMS, LETITIA        | Assistant VP, Student Development                     | \$ 56,842.51         | \$ 5,000.00        | \$ 5,000.00        | \$ 20,000.00        |
| WILLIAMS, NAILAH         | Director, Financial Aid                               | \$ 11,732.61         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| WMASSEY, ROSALYN         | Administrative Specialist, WDLL                       | \$ 12,376.65         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| XU, JIAJUN               | Assistant Professor, Civil and Mechanical Engineering | \$ 21,792.55         | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| ZENDEHDEL, KAMRAN        | Director, Center for Sustainable Development          | \$ 6,857.95          | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
| ZHANG, NIAN              | Associate Professor, Electrical Engineering           | \$ 0.00              | \$ 2,500.00        | \$ 2,500.00        | \$ 10,000.00        |
|                          | <b>Agency Total</b>                                   | <b>\$ 710,453.53</b> |                    |                    |                     |

23. Please provide a list of all procurements for goods or services for use by your agency over \$10,000 for fiscal years 2021 and 2022 (through January 31). Give a brief explanation of each, including the name of the contractor, purpose of the contract, and the total dollar amount of the contract. Exclude from this answer purchase card (SmartPay) purchases.

**Response:** The table below includes all procurements by UDC for goods or services over \$10,000 for both fiscal years 2021 and 2022 (through January 31).

| Purchase Order Number | Vendor Name                                  | Amount        | Transaction Description             |
|-----------------------|--|---------------|-------------------------------------|
| P2100001              | Chemical & Engineering Services              | \$ 35,000.00  | Contracting and consulting services |
| P2100002              | DC Life Safety, LLC                          | \$ 50,000.00  | Contracting and consulting services |
| P2100005              | CollegeNET, Inc.                             | \$ 33,091.40  | Contractual Services – Other        |
| P2100006              | SUPERIOR COURIERS, LLC                       | \$ 54,000.00  | Contractual Services – Other        |
| P2100007              | Higher Ed & County Financial Consultants LLC | \$ 331,200.00 | Contractual Services – Other        |

| Purchase Order Number | Vendor Name  | Amount          | Transaction Description             |
|-----------------------|--|-----------------|-------------------------------------|
| P2100008              | Quadlent Leasing USA, Inc                                | \$ 68,610.00    | Contracting and consulting services |
| P2100009              | ALOHA POOL & SPA, INC                                    | \$ 21,600.00    | Contracting and consulting services |
| P2100010              | ABCD & Company, LLC                                      | \$ 34,215.82    | Contractual Services – Other        |
| P2100012              | Williams, Simon P.                                       | \$ 40,000.00    | Contractual Services – Other        |
| P2100014              | Touchnet Information Systems Inc                         | \$ 90,146.00    | Equip and software maint contract   |
| P2100015              | Woods, Dolores E.  | \$ 50,000.00    | Contractual Services – Other        |
| P2100016              | Tanya Baskin dba The Baskin Group                        | \$ 219,000.00   | Contractual Services – Other        |
| P2100017              | Oasis Landscaping llc dba Brad DeHaven                   | \$ 11,832.00    | Landscaping and horticultural svcs  |
| P2100022              | Advanced Air Mechanical System                           | \$ 1,798,800.00 | Contractual Services - Other        |
| P2100023              | RSC Electrical & Mechanical Co                           | \$ 1,880,000.00 | Contractual Services - Other        |
| P2100024              | Jerome L. Taylor Trucking, Inc. dba JLT Trucking, Inc.   | \$ 160,000.00   | Trash and waste removal             |
| P2100025              | Schindler Elevator Corporation                           | \$ 45,000.00    | Contractual Services - Other        |
| P2100026              | ADC Management Solutions                                 | \$ 250,018.00   | Contractual Services - Other        |
| P2100027              | Neal R Gross & Co Inc.                                   | \$ 30,000.00    | Contractual Services - Other        |
| P2100028              | Getinge USA Sales, LLC                                   | \$ 18,798.00    | Contractual Services - Other        |
| P2100029              | Norfolk State University                                 | \$ 12,500.00    | Contractual Services - Other        |
| P2100032              | City Security Consultants, Inc                           | \$ 179,424.00   | Contracting and consulting services |
| P2100033              | Dell Computer Corp.                                      | \$ 221,101.94   | Licenses and Fees                   |
| P2100037              | Mythics  | \$ 390,946.06   | Equip and software maint contract   |
| P2100038              | Blackboard Inc   | \$ 267,838.80   | Contractual Services - Other        |
| P2100039              | LG Total Fitness/Triple Delight Aquatics                 | \$ 77,984.00    | Contractual Services - Other        |
| P2100040              | Microsoft Corporation                                    | \$ 86,020.00    | Contractual Services - Other        |
| P2100048              | The American Society of Mechanical Engineers             | \$ 14,175.00    | Membership dues and subscriptions   |
| P2100049              | Elsevier BV  | \$ 20,726.28    | Periodical licenses & subs          |
| P2100050              | The Washington Research                                  | \$ 46,576.00    | Periodical licenses & subs          |
| P2100052              | William S. Hein & Co., Inc.                              | \$ 29,405.50    | Periodical licenses & subs          |
| P2100054              | American Chemical Society dba Chemical Abstracts Service | \$ 11,810.00    | Contractual Services - Other        |
| P2100057              | American Society of Civil Engineers                      | \$ 19,525.00    | Membership dues and subscriptions   |
| P2100058              | Institute Of Electrical And El                           | \$ 47,490.00    | Membership dues and subscriptions   |
| P2100059              | The Gale Group   | \$ 29,296.00    | Membership dues and subscriptions   |
| P2100063              | Jstor  | \$ 13,850.00    | Membership dues and subscriptions   |
| P2100064              | Blackboard Inc   | \$ 360,120.92   | Contractual Services - Other        |
| P2100066              | Deborah Ellen Harvey Kell, LLC                           | \$ 40,000.00    | Contractual Services - Other        |
| P2100067              | ADC Management Solutions                                 | \$ 184,800.00   | Contracted temporary help           |
| P2100069              | Attain, LLC  | \$ 25,000.00    | Contractual Services - Other        |
| P2100070              | United States Postal Service                             | \$ 11,500.00    | US postage                          |
| P2100071              | Dell Computer Corp.                                      | \$ 14,429.29    | Network usage and maint fees        |
| P2100074              | Gateway Tractor & Equipment Co. Inc.                     | \$ 27,886.00    | Equip and machinery -capitalized    |
| P2100075              | Jeol USA, Inc  | \$ 48,517.44    | Contractual Services - Other        |
| P2100077              | Dell Computer Corp.                                      | \$ 256,958.00   | Network usage and maint fees        |
| P2100078              | Bruker BioSpin Corp                                      | \$ 23,756.00    | Contractual Services - Other        |
| P2100080              | Pro Quest-CSA LLC  | \$ 13,926.63    | Membership dues and subscriptions   |
| P2100082              | OCLC Online Computer Library                             | \$ 12,497.40    | Membership dues and subscriptions   |
| P2100084              | Fortune Time Group Inc                                   | \$ 85,000.00    | Contractual Services - Other        |

| Purchase Order Number | Vendor Name   | Amount          | Transaction Description             |
|-----------------------|---|-----------------|-------------------------------------|
| P2100086              | BMC SOFTWARE,INC  | \$ 24,991.57    | Network usage and maint fees        |
| P2100087              | International Business Machines Corporation                 | \$ 23,308.20    | Contractual Services - Other        |
| P2100088              | EBSCO PUBLISHING  | \$ 14,669.80    | Membership dues and subscriptions   |
| P2100091              | Strata Information Group Inc                                | \$ 995,100.00   | Contractual Services - Other        |
| P2100092              | Limbach Holdings LLC dba Limbach Company LLC                | \$ 109,556.00   | Contracting and consulting services |
| P2100093              | Pratt Consulting  | \$ 600,000.00   | Contractual Services - Other        |
| P2100094              | D'Angelo, Christopher L.                                    | \$ 11,000.00    | Contractual Services - Other        |
| P2100095              | Document Systems,Inc  | \$ 259,990.84   | Contractual Services - Other        |
| P2100096              | Kennedy & Company Education Strategies                      | \$ 165,000.00   | Contractual Services - Other        |
| P2100097              | Elvin T. Ramos dba Sapphire Global Associates, LLC          | \$ 40,000.00    | Contracted temporary help           |
| P2100100              | Bailey Real Estate Holdings, LLC                            | \$ 380,000.00   | Janitorial services                 |
| P2100104              | Sign Language USA,LLC                                       | \$ 100,000.00   | Contractual Services - Other        |
| P2100105              | Vital Sign LLC  | \$ 100,000.00   | Contractual Services - Other        |
| P2100108              | Motir Service Inc   | \$ 380,000.00   | Janitorial services                 |
| P2100109              | LogMein USA, Inc  | \$ 27,984.00    | Contractual Services - Other        |
| P2100110              | Varsity Brands Holding CO., Inc dba BSN Sports, LLC         | \$ 11,102.82    | Athletic supplies                   |
| P2100111              | Kaltura, Inc  | \$ 12,698.43    | Membership dues and subscriptions   |
| P2100113              | Appspace Inc  | \$ 11,000.00    | Equip and software maint contract   |
| P2100114              | Ford&Harrison LLP   | \$ 450,000.00   | Contractual Services - Other        |
| P2100115              | O'Connor, Cozen   | \$ 496,840.00   | Contractual Services - Other        |
| P2100116              | TA INSTRUMENTS-WATER LLC                                    | \$ 80,062.50    | Instructional equipment             |
| P2100117              | Quality Measures LLC  | \$ 30,000.00    | Contractual Services - Other        |
| P2100118              | Donna L Stallings dba The Worthy Project                    | \$ 30,000.00    | Contractual Services - Other        |
| P2100120              | Networking For Future, Inc. (NFF)                           | \$ 66,635.50    | Contractual Services - Other        |
| P2100122              | Donaldson, Stuart P.  | \$ 192,000.00   | Contractual Services - Other        |
| P2100125              | Bailey Real Estate Holdings, LLC                            | \$ 1,950,000.00 | Janitorial services                 |
| P2100126              | Illuminated LLC   | \$ 14,300.00    | Contractual Services - Other        |
| P2100128              | EBSCO PUBLISHING  | \$ 45,686.76    | Membership dues and subscriptions   |
| P2100130              | Elsevier BV   | \$ 35,959.00    | Periodical licenses & subs          |
| P2100131              | Cloud, Erika G.   | \$ 68,000.00    | Contractual Services - Other        |
| P2100133              | Bethune-Cookman University, Inc                             | \$ 47,970.40    | Contractual Services - Other        |
| P2100134              | Dormakaba USA INC   | \$ 35,000.00    | Contractual Services - Other        |
| P2100135              | Ellucian Support,Inc.                                       | \$ 129,942.00   | Contractual Services - Other        |
| P2100137              | Victoria Nesnick dba VictoriaNesnick,E.d.D Faculty Dev.Cons | \$ 22,000.00    | Contractual Services - Other        |
| P2100140              | W.W. Grainger Inc.  | \$ 230,000.00   | Athletic supplies                   |
| P2100141              | A.H. Jordan Plumbing & Mechanical, LLC                      | \$ 75,000.00    | Contractual Services - Other        |
| P2100142              | Van Tech Industries   | \$ 197,600.00   | Contractual Services - Other        |
| P2100143              | Maurice Electrical Supply Company                           | \$ 35,000.00    | Athletic supplies                   |
| P2100144              | Mejdi Messaoudi dba Titans Windows & Glass Repairs          | \$ 28,000.00    | Contractual Services - Other        |
| P2100146              | EBSCO PUBLISHING  | \$ 147,227.00   | Membership dues and subscriptions   |
| P2100147              | Territorium, LLC  | \$ 61,237.50    | Contractual Services - Other        |
| P2100148              | Limbach Holdings LLC dba Limbach Company LLC                | \$ 220,900.00   | Contracting and consulting services |
| P2100149              | Level Green Landscape, LLC                                  | \$ 100,000.00   | Contractual Services - Other        |
| P2100152              | Community Bridge Inc.                                       | \$ 80,000.00    | Contractual Services - Other        |

| Purchase Order Number | Vendor Name   | Amount          | Transaction Description             |
|-----------------------|---|-----------------|-------------------------------------|
| P2100153              | Capitol Sports Fields LLC                                     | \$ 14,250.00    | Contracting and consulting services |
| P2100154              | Deborah Ellen Harvey Kell, LLC                                | \$ 50,000.00    | Contractual Services - Other        |
| P2100155              | Wolfram Research Inc  | \$ 27,597.61    | Network usage and maint fees        |
| P2100156              | CINTAS  | \$ 35,000.00    | Contractual Services - Other        |
| P2100161              | Southern Initiative of the Algebra Project dba SIAP           | \$ 200,000.00   | Contractual Services - Other        |
| P2100162              | Ellucian Support, Inc.  | \$ 1,504,380.00 | Equip and software maint contract   |
| P2100166              | Millipore Corp  | \$ 38,704.14    | Instructional equipment             |
| P2100167              | Olympus America, Inc  | \$ 31,323.62    | Instructional equipment             |
| P2100170              | Lyrasis   | \$ 14,706.97    | Membership dues and subscriptions   |
| P2100171              | Bentley Sytems, Incorporated                                  | \$ 16,699.92    | Computer software                   |
| P2100173              | Myers, Robin J.   | \$ 78,000.00    | Contractual Services - Other        |
| P2100174              | Renee I Abdullah dba Platinum Touch Solutions, LLC            | \$ 127,200.00   | Contractual Services - Non-Deprec C |
| P2100175              | Advancement Strategy, LLC                                     | \$ 95,000.00    | Contracting and consulting services |
| P2100177              | London, Elizabeth   | \$ 12,000.00    | Contractual Services - Non-Deprec C |
| P2100178              | Rosemary Reed dba Double R. Productions, LLC                  | \$ 17,425.00    | Contractual Services - Other        |
| P2100183              | Friends of teh US National ARB                                | \$ 42,643.67    | Contractual Services - Other        |
| P2100184              | Dotson, Shavonyuette  | \$ 20,000.00    | Contractual Services - Non-Deprec C |
| P2100185              | CampusEAI   | \$ 89,062.71    | Equip and software maint contract   |
| P2100187              | Dell Computer Corp.   | \$ 28,663.94    | Computer equipment and supplies     |
| P2100191              | Alphatec,P.C  | \$ 48,169.02    | Contractual Services - Other        |
| P2100192              | Alphatec,P.C  | \$ 19,340.00    | Contractual Services - Other        |
| P2100193              | Candoris Technologies, LLC                                    | \$ 62,000.00    | Contractual Services - Other        |
| P2100195              | Swann, Wayne E.   | \$ 52,500.00    | Contractual Services - Other        |
| P2100196              | Swann, Wayne E.   | \$ 26,250.00    | Contractual Services - Other        |
| P2100198              | Xerox Corp.   | \$ 1,056,778.10 | Copier lease and rental             |
| P2100199              | Meridian Zero Degrees   | \$ 62,798.00    | Computer software                   |
| P2100200              | Taskstream, LLC dba Watermark Insights, LLC                   | \$ 35,175.00    | Equip and software maint contract   |
| P2100208              | SwipeClock LLC  | \$ 13,020.00    | Advertising services                |
| P2100211              | TA INSTRUMENTS-WATER LLC                                      | \$ 34,095.00    | Computer equipment and supplies     |
| P2100212              | Teledyne Instruments, Inc. dba Teledyne ISCO                  | \$ 11,822.57    | Equipment - less than \$5,000       |
| P2100213              | Ore-Tayo Funsho dba Prophasis Consults, LLC                   | \$ 10,977.07    | Laboratory supplies                 |
| P2100214              | Assessment tech. Institute, LLC dba National Healthcareer Ass | \$ 12,138.00    | Certificate fees                    |
| P2100215              | CompTIA Learning, LLC   | \$ 11,135.24    | Instructional materials             |
| P2100216              | Constituent Services Worldwide Public Benefit Corporation     | \$ 37,500.00    | Contractual Services - Other        |
| P2100220              | Blackboard Inc  | \$ 780,000.00   | Contracting and consulting services |
| P2100221              | Blackboard Inc  | \$ 1,088,102.70 | Contractual Services - Other        |
| P2100224              | THOMSON REUTERS-WEST  | \$ 12,477.84    | Contractual Services - Other        |
| P2100226              | National Associates, Inc                                      | \$ 14,336.26    | Contracted temporary help           |
| P2100227              | Demczuk, Bernard P.   | \$ 112,000.00   | Contractual Services - Non-Deprec C |
| P2100228              | Thompson, Sharita   | \$ 112,000.00   | Contractual Services - Non-Deprec C |
| P2100229              | ATAB Inc. dba Dominion Elevator Inspection Services           | \$ 31,000.00    | Contracting and consulting services |
| P2100230              | REAL School Gardens dba Out Teach                             | \$ 25,688.50    | Contractual Services - Other        |
| P2100231              | Freshfarm Markets Inc. dba Freshfarm                          | \$ 42,881.45    | Contractual Services - Other        |
| P2100233              | KAPLAN PMBR   | \$ 45,160.00    | Contracting and consulting services |

| Purchase Order Number | Vendor Name  | Amount        | Transaction Description           |
|-----------------------|--|---------------|-----------------------------------|
| P2100237              | Micon Construction, Inc                                      | \$ 47,200.00  | Contractual Services - Other      |
| P2100238              | Aspen of DC, Inc.  | \$ 118,104.00 | Contractual Services - Other      |
| P2100239              | Ogletree, Deakins, Nasha, Smoak, & Stewart, P.C.             | \$ 75,000.00  | Contractual Services - Other      |
| P2100241              | Eugene M. Faison dba DGRIDENERGY, LLC                        | \$ 18,614.96  | Contractual Services - Other      |
| P2100243              | RPA, INC.  | \$ 98,000.00  | Contractual Services - Other      |
| P2100244              | AGB Search, LLC  | \$ 98,500.00  | Contractual Services - Other      |
| P2100246              | Dell Computer Corp.  | \$ 71,152.80  | Computer equipment and supplies   |
| P2100249              | PyraMED Health Systems                                       | \$ 11,447.37  | Contractual Services - Other      |
| P2100254              | Pocket Nurse   | \$ 81,595.40  | Medical and laboratory supplies   |
| P2100255              | CINTAS   | \$ 50,000.00  | Contractual Services - Other      |
| P2100256              | Youth and Families in Crisis, LLC                            | \$ 25,232.10  | Contractual Services - Other      |
| P2100257              | ANDA Inc.  | \$ 12,509.12  | Contractual Services - Other      |
| P2100258              | Human Circuit,Inc.   | \$ 19,298.00  | Contractual Services - Other      |
| P2100259              | Salesforce.com, inc dba Salesforce.org, LLC                  | \$ 27,810.00  | Contractual Services - Other      |
| P2100264              | CampusLogic, Inc   | \$ 28,000.00  | Membership dues and subscriptions |
| P2100265              | Bloomsbury Publishing Plc                                    | \$ 13,367.00  | Membership dues and subscriptions |
| P2100270              | CompTIA Learning, LLC  | \$ 14,719.12  | Books                             |
| P2100277              | Constituent Services Worldwide Public Benefit Corporation    | \$ 22,984.74  | Contractual Services - Other      |
| P2100278              | Elvin T. Ramos dba Sapphire Global Associates, LLC           | \$ 20,000.00  | Contractual Services - Other      |
| P2100279              | Assessment tech. Institute,LLC dba National Healthcareer Ass | \$ 10,140.00  | Licenses and Fees                 |
| P2100280              | Cogent Communications  | \$ 42,566.00  | Internet services                 |
| P2100281              | Livesafe Inc   | \$ 15,000.00  | Equip and software maint contract |
| P2100282              | Disaster Recovery Services LLC                               | \$ 30,000.00  | Contractual Services - Other      |
| P2100283              | Jaggaer, LLC   | \$ 566,042.95 | Equip and software maint contract |
| P2100286              | Consys   | \$ 118,405.05 | Contractual Services - Other      |
| P2100287              | Winmar, Inc.   | \$ 211,122.00 | Contractual Services - Other      |
| P2100288              | EvalSolutions  | \$ 15,000.00  | Contractual Services - Other      |
| P2100289              | Clemson University   | \$ 49,292.00  | Contractual Services - Other      |
| P2100290              | University of Maryland                                       | \$ 75,000.00  | Contractual Services - Other      |
| P2100291              | Farmsshelf Corporation                                       | \$ 26,550.00  | Equip and machinery -capitalized  |
| P2100292              | North Carolina State University                              | \$ 42,061.46  | Contractual Services - Other      |
| P2100294              | Dell Computer Corp.  | \$ 39,967.68  | Computer equipment and supplies   |
| P2100296              | NCS Pearson Inc.   | \$ 14,720.38  | Licenses and Fees                 |
| P2100297              | Kurt J Lesker Co.  | \$ 500,000.00 | Computer equipment and supplies   |
| P2100298              | Illuminated LLC  | \$ 24,000.00  | Contractual Services - Other      |
| P2100299              | TPM Group, LLC   | \$ 98,892.00  | Contractual Services - Other      |
| P2100308              | Dell Computer Corp.  | \$ 22,800.48  | Computer equipment and supplies   |
| P2100311              | Dell Computer Corp.  | \$ 59,914.00  | Computer equipment and supplies   |
| P2100312              | Dell Computer Corp.  | \$ 46,249.16  | Computer equipment and supplies   |
| P2100314              | Dell Computer Corp.  | \$ 12,478.74  | Computer equipment and supplies   |
| P2100316              | Washington Convention and Sports Authority t/a Events DC     | \$ 57,319.00  | Contractual Services - Other      |
| P2100320              | JMT  | \$ 547,520.00 | Contractual Services - Other      |
| P2100321              | DO NOT USE   | \$ 26,942.00  | Contractual Services - Other      |
| P2100322              | Blue Eon Solutions   | \$ 17,500.00  | Licenses and Fees                 |

| Purchase Order Number | Vendor Name  | Amount        | Transaction Description             |
|-----------------------|--|---------------|-------------------------------------|
| P2100325              | McKesson Medical-Surgical Government Solutions LLC     | \$ 23,524.82  | Medical and laboratory supplies     |
| P2100326              | Pocket Nurse   | \$ 11,870.06  | Instructional equipment             |
| P2100328              | Kirk Hadden dba ArtSpeak Creative                      | \$ 49,600.00  | Contractual Services - Other        |
| P2100329              | Quantum Design, Inc.                                   | \$ 199,210.00 | Equip and machinery -capitalized    |
| P2100330              | New Enders Corporation                                 | \$ 25,039.00  | Contractual Services - Other        |
| P2100336              | Kramer Consulting Services, PC                         | \$ 214,239.00 | Contractual Services - Other        |
| P2100337              | Parkinson Construction Company, Inc                    | \$ 15,880.00  | Contracting and consulting services |
| P2100338              | Advanced Cooling Technologies, Inc                     | \$ 71,012.00  | Contractual Services - Other        |
| P2100341              | Jamie(Jack) MacKenzie dba Mn8Creative, Inc/College APP | \$ 12,000.00  | Contracting and consulting services |
| P2100342              | Freshfarm Markets Inc. dba Freshfarm                   | \$ 50,158.19  | Contractual Services - Other        |
| P2100344              | City Security Consultants, Inc                         | \$ 267,264.00 | Contractual Services - Other        |
| P2100346              | Dell Computer Corp.                                    | \$ 45,162.00  | Network usage and maint fees        |
| P2100347              | Inova Employee Assistance                              | \$ 14,832.00  | Contracting and consulting services |
| P2100353              | Dell Computer Corp.                                    | \$ 24,846.48  | Computer equipment and supplies     |
| P2100355              | OFFICEWORKS DC INC                                     | \$ 18,944.82  | Instructional equipment             |
| P2100356              | Gartner Inc  | \$ 263,602.00 | Contractual Services - Other        |
| P2100358              | Dell Computer Corp.                                    | \$ 54,400.00  | Equip and software maint contract   |
| P2100361              | SUNNYS COACH SERVICES INC                              | \$ 12,270.00  | Contracting and consulting services |
| P2100362              | Innovative Pest Management, Inc.                       | \$ 75,000.00  | Contracting and consulting services |
| P2100365              | Mario Wolf dba Wolf Digital Solutions LLC              | \$ 25,000.00  | Contractual Services - Other        |
| P2100369              | GovConnection, Inc                                     | \$ 27,602.40  | Computer equipment and supplies     |
| P2100370              | The NCHERM Group, LLC                                  | \$ 20,000.00  | Workshop and conf registration      |
| P2100374              | Justin Drummond dba SparkC, llc.                       | \$ 34,500.00  | Contractual Services - Other        |
| P2100375              | Kadcon Corporation                                     | \$ 43,972.00  | Contractual Services - Other        |
| P2100376              | Civitas Bedrock LLC                                    | \$ 135,000.00 | Contractual Services - Other        |
| P2100379              | Carahsoft Technology Corporation                       | \$ 98,520.00  | Equip and software maint contract   |
| P2100382              | Professional Lawn Maintenance Services, LLC            | \$ 36,955.00  | Contractual Services - Other        |
| P2100383              | DC Urban Greens, Inc.                                  | \$ 35,575.48  | Contractual Services - Other        |
| P2100384              | The Council for Professional Recognition               | \$ 12,750.00  | Certificate fees                    |
| P2100385              | Linkedin Corp  | \$ 35,000.00  | Periodical licenses & subs          |
| P2100386              | ADC Management Solutions                               | \$ 437,248.00 | Contractual Services - Other        |
| P2100390              | sComm, Inc   | \$ 10,880.00  | Instructional equipment             |
| P2100392              | Dell Computer Corp.                                    | \$ 21,241.58  | Equip and software maint contract   |
| P2100393              | Quanser Consulting Inc.                                | \$ 124,962.00 | Equip and machinery -capitalized    |
| P2100396              | Dell Computer Corp.                                    | \$ 17,597.31  | Equipment - less than \$5,000       |
| P2100398              | Tri-Tech Communications, Inc                           | \$ 41,699.40  | Equip and software maint contract   |
| P2100400              | A3 Communications, Inc dba Advantech                   | \$ 47,733.00  | General                             |
| P2100401              | Kebros & Associates LLC dba SmartCare Govt Group       | \$ 148,492.00 | Contracted temporary help           |
| P2100403              | Ellucian Support, Inc.                                 | \$ 112,800.00 | Contractual Services - Other        |
| P2100409              | PROQUEST LLC   | \$ 10,442.50  | Periodical licenses & subs          |
| P2100412              | Microsoft Corporation                                  | \$ 125,032.50 | Computer equipment and supplies     |
| P2100413              | Microsoft Corporation                                  | \$ 125,032.50 | Computer equipment and supplies     |
| P2100417              | Lexis Law Publishing                                   | \$ 18,425.16  | Periodical licenses & subs          |
| P2100418              | National Business Furniture                            | \$ 17,708.53  | Miscellaneous expense               |

| Purchase Order Number | Vendor Name  | Amount          | Transaction Description             |
|-----------------------|--|-----------------|-------------------------------------|
| P2100420              | Education Northwest                                      | \$ 47,743.00    | Contractual Services - Other        |
| P2100421              | Michel, LLC dba R.E. Michel Company, LLC                 | \$ 15,270.19    | Laboratory supplies                 |
| P2100422              | The Commencement Group Inc                               | \$ 27,976.00    | Contractual Services - Other        |
| P2100428              | McKissack & McKissack                                    | \$ 239,200.00   | Contractual Services - Other        |
| P2100429              | Level Green Landscape, LLC                               | \$ 300,000.00   | Contractual Services - Other        |
| P2100430              | Schindler Elevator Corporation                           | \$ 1,476,352.00 | Contractual Services - Other        |
| P2100433              | Quantum Design, Inc.                                     | \$ 21,970.00    | Equip and machinery -capitalized    |
| P2100436              | Wilson Elser Moskowitz Edelman & Dicker LLP              | \$ 25,000.00    | Contractual Services - Other        |
| P2100437              | ScoreVision LLC  | \$ 125,605.00   | Equip and machinery -capitalized    |
| P2100438              | Parkinson Construction Company, Inc                      | \$ 15,880.00    | Contracting and consulting services |
| P2100439              | ENVIRONMENTAL MGMT SVCS                                  | \$ 34,500.00    | Contractual Services - Other        |
| P2100440              | Schindler Elevator Corporation                           | \$ 175,000.00   | Contracting and consulting services |
| P2100442              | CATHOLIC UNIVERSITY OF AMERICA                           | \$ 50,000.00    | Contractual Services - Other        |
| P2100444              | Leonard G. Geddes jr. dba The Learn Well Projects, LLC   | \$ 12,000.00    | Contracting and consulting services |
| P2100448              | Lyrasis  | \$ 18,603.02    | Membership dues and subscriptions   |
| P2100449              | Apple Computer Inc.                                      | \$ 10,890.00    | Computer equipment and supplies     |
| P2100452              | Kennedy & Company Education Strategies                   | \$ 77,000.00    | Contractual Services - Other        |
| P2100454              | Quadlent Leasing USA, Inc                                | \$ 32,727.96    | Contractual Services - Other        |
| P2100456              | DataBank IMX LLC   | \$ 53,216.00    | Contractual Services - Other        |
| P2100457              | MyJoVE Corporation dba Journal of Visualized Experiments | \$ 26,363.00    | Membership dues and subscriptions   |
| P2100458              | TRINITY COLLEGE OF DC                                    | \$ 135,000.00   | Contractual Services - Other        |
| P2100461              | Consys   | \$ 43,086.90    | Contractual Services - Other        |
| P2100462              | Consys   | \$ 4,144,976.80 | Contractual Services - Other        |
| P2100464              | ALLEGIS GROUP HOLDINGS, INC / TEKSYSTEMS, INC            | \$ 190,000.00   | Contractual Services - Other        |
| P2100466              | MDM Office System DBA\ Standard Office Supply            | \$ 10,518.05    | General supplies                    |
| P2100470              | Micon Construction, Inc                                  | \$ 141,139.88   | Contractual Services - Other        |
| P2100473              | Projection Video Service Inc                             | \$ 22,766.25    | Contracting and consulting services |
| P2100475              | The Brooks Group, LLC                                    | \$ 39,500.00    | Contractual Services - Other        |
| P2100476              | NCS Pearson Inc.   | \$ 13,409.00    | Certificate fees                    |
| P2100480              | XENEGRADE CORP   | \$ 74,500.00    | Contractual Services - Other        |
| P2100481              | CompTIA Learning, LLC                                    | \$ 14,720.38    | Licenses and Fees                   |
| P2100483              | Consys   | \$ 823,596.52   | Contractual Services - Other        |
| P2100485              | Washington Convention and Sports Authority t/a Events DC | \$ 58,819.00    | Contractual Services - Other        |
| P2100488              | XENEGRADE CORP   | \$ 10,480.00    | Licenses and Fees                   |
| P2100494              | MeTEOR Education LLC                                     | \$ 35,016.58    | Furniture and fixture -capitalized  |
| P2100496              | United States Postal Service                             | \$ 20,000.00    | US postage                          |
| P2100498              | Morgans inc  | \$ 40,000.00    | Contractual Services - Other        |
| P2100499              | CR Mrig Company dba Academic Impressions                 | \$ 19,900.00    | Employee Training, All Types        |
| P2100500              | Bioanalytical Systems, Inc                               | \$ 10,713.80    | Instructional equipment             |
| P2100505              | Protec Construction Inc.                                 | \$ 908,935.05   | Contractual Services - Other        |
| P2100506              | Consys   | \$ 897,680.20   | Contractual Services - Other        |
| P2100507              | Columbia Enterprises, Inc.                               | \$ 1,874,650.00 | Contractual Services - Other        |
| P2100508              | Agilent Technologies, Inc                                | \$ 11,669.80    | Instructional equipment             |
| P2100512              | THE MATH WORKS   | \$ 17,558.00    | Computer software                   |

| Purchase Order Number | Vendor Name                                      | Amount          | Transaction Description             |
|-----------------------|--|-----------------|-------------------------------------|
| P2100513              | CCH Inc  | \$ 13,390.00    | Periodical licenses & subs          |
| P2100514              | Microsoft Corporation                            | \$ 140,471.10   | Computer equipment and supplies     |
| P2100515              | A3 Communications, Inc dba Advantech             | \$ 74,350.00    | Equip and software maint contract   |
| P2100517              | FEI COMPANY                                      | \$ 511,707.00   | Equip and machinery -capitalized    |
| P2100518              | Voltage Innovations, LLC                         | \$ 19,783.76    | Electrical services and supplies    |
| P2100519              | The Trust for Public Land                        | \$ 19,940.00    | Contractual Services - Other        |
| P2100520              | Getinge USA Sales, LLC                           | \$ 100,154.00   | Constr in prog (CIP) -capitalized   |
| P2100526              | OCLC Online Computer Library                     | \$ 12,747.35    | Membership dues and subscriptions   |
| P2100529              | Dell Computer Corp.                              | \$ 24,573.46    | Computer equipment and supplies     |
| P2100533              | Dell Computer Corp.                              | \$ 60,826.66    | Computer equipment and supplies     |
| P2100534              | Dell Computer Corp.                              | \$ 142,115.00   | Computer equipment and supplies     |
| P2100536              | Capital Carpet LLC                               | \$ 19,319.20    | Contracting and consulting services |
| P2100538              | VARI Sales Corporation                           | \$ 25,901.50    | Office furniture                    |
| P2100539              | Capitol Power Group, LLC                         | \$ 33,774.00    | Equip and software maint contract   |
| P2100540              | Zoom Video Communications, Inc                   | \$ 50,800.00    | Contracting and consulting services |
| P2100541              | Nasco  | \$ 36,535.90    | Computer equipment and supplies     |
| P2100545              | Dell Computer Corp.                              | \$ 25,441.31    | Computer equipment and supplies     |
| P2100546              | Dell Computer Corp.                              | \$ 29,619.41    | Computer equipment and supplies     |
| P2100547              | Samsung Electronics America, Inc                 | \$ 37,904.00    | Equip and machinery -capitalized    |
| P2100550              | Dell Computer Corp.                              | \$ 13,668.15    | Computer equipment and supplies     |
| P2100551              | Pentax of America, Inc dba Pentax Medical        | \$ 26,311.50    | Computer equipment and supplies     |
| P2100552              | LEG, Inc / DBA West Academic                     | \$ 14,317.00    | Membership dues and subscriptions   |
| P2100553              | Quinn Evans Architects Inc                       | \$ 77,418.00    | Contractual Services - Other        |
| P2100554              | Steven Goodric/City Construction, LLC            | \$ 79,818.24    | Contractual Services - Other        |
| P2100555              | Consys   | \$ 997,786.87   | Contractual Services - Other        |
| P2100556              | Consys   | \$ 194,125.49   | Contractual Services - Other        |
| P2100558              | Jones Sr., Charles E.                            | \$ 17,000.00    | Contractual Services - Other        |
| P2100559              | Bailey Real Estate Holdings, LLC                 | \$ 1,580,500.00 | Janitorial services                 |
| P2100560              | West Publishing Corporation Db a Thomson Reuters | \$ 17,966.29    | Periodical licenses & subs          |
| P2100561              | Martin Apparel, LLC                              | \$ 21,000.00    | Contractual Services - Other        |
| P2100562              | Capital Construction Group, LLC                  | \$ 314,116.00   | Contractual Services - Other        |
| P2100563              | Bailey Real Estate Holdings, LLC                 | \$ 1,580,500.00 | Janitorial services                 |
| P2100564              | Networking For Future, Inc. (NFF)                | \$ 35,755.28    | Computer equipment and supplies     |
| P2100565              | Capitol Services Management Inc.                 | \$ 147,811.23   | Contractual Services - Other        |
| P2100566              | Justin Drummond dba SparkC, llc.                 | \$ 37,100.00    | Contractual Services - Other        |
| P2100568              | Microsoft Corporation                            | \$ 119,168.52   | Computer equipment and supplies     |
| P2100569              | EON Reality Inc                                  | \$ 37,600.00    | Contracting and consulting services |
| P2100572              | Nasco Healthcare Inc.                            | \$ 36,535.90    | Computer equipment and supplies     |
| P2100573              | Howard University                                | \$ 249,876.28   | Contractual Services - Other        |
| P2100574              | Capitol Services Management Inc.                 | \$ 19,972.00    | Furniture and fixture -capitalized  |
| P2100577              | Morgan State University                          | \$ 162,814.94   | Contractual Services - Other        |
| P2100580              | L3-Commerical Training Solutions Limited         | \$ 162,000.00   | Licenses and Fees                   |
| P2100581              | Wash Convent Center Authority                    | \$ 22,766.25    | Contracting and consulting services |
| P2100582              | Projection Video Service Inc                     | \$ 22,766.25    | Contracting and consulting services |

| Purchase Order Number | Vendor Name   | Amount        | Transaction Description             |
|-----------------------|---|---------------|-------------------------------------|
| P2100583              | Parkinson Construction Company, Inc                       | \$ 15,880.00  | Contracting and consulting services |
| P2100588              | Constituent Services Worldwide Public Benefit Corporation | \$ 74,809.30  | Contractual Services - Other        |
| P2100590              | Justin Drummond dba SparkC, llc.                          | \$ 25,500.00  | Contractual Services - Other        |
| P2100592              | Filevine, Inc   | \$ 68,995.20  | Contractual Services - Other        |
| P2100593              | LAERDAL MEDICAL CORPORATION                               | \$ 42,396.30  | Computer equipment and supplies     |
| P2100596              | Protec Construction Inc.                                  | \$ 368,400.00 | Contractual Services - Other        |
| P2100597              | Jacobs Project Management Co                              | \$ 139,578.40 | Contractual Services - Other        |
| P2100598              | Micon Construction, Inc                                   | \$ 36,600.00  | Contractual Services - Other        |
| P2100599              | Salesforce.com, inc dba Salesforce.org, LLC               | \$ 40,368.00  | Contractual Services - Other        |
| P2100600              | DiaMedical USA Equipment LLC                              | \$ 27,265.50  | Instructional equipment             |
| P2100602              | Alexander, Donna M.                                       | \$ 25,000.00  | Contractual Services - Other        |
| P2100603              | Networking For Future, Inc. (NFF)                         | \$ 70,122.84  | Computer equipment and supplies     |
| P2100604              | Masica Danita jordan dba Dr. Masica Jordan, LLC           | \$ 75,000.00  | Contractual Services - Other        |
| P2100605              | Solutions LLC   | \$ 120,000.00 | Contractual Services - Other        |
| P2100606              | MEDICAL SUPPLY SYSTEMS INC                                | \$ 21,394.00  | Computer equipment and supplies     |
| P2100612              | The Washington Research                                   | \$ 44,207.36  | Membership dues and subscriptions   |
| P2100614              | Dell Computer Corp.                                       | \$ 59,914.00  | Computer equipment and supplies     |
| P2100615              | Dell Computer Corp.                                       | \$ 14,373.31  | Computer equipment and supplies     |
| P2100616              | Human Circuit, Inc.                                       | \$ 208,970.76 | Equip and software maint contract   |
| P2100618              | Networking For Future, Inc. (NFF)                         | \$ 26,941.46  | Computer equipment and supplies     |
| P2100619              | Networking For Future, Inc. (NFF)                         | \$ 14,146.92  | Computer equipment and supplies     |
| P2100628              | Fisher Scientific   | \$ 27,291.78  | Instructional equipment             |
| P2100629              | Fisher Scientific   | \$ 17,362.20  | Instructional equipment             |
| P2100635              | Green Fox Solar, LLC                                      | \$ 15,477.90  | Contracting and consulting services |
| P2100638              | PRISSEM Academic Services, LLC                            | \$ 33,000.00  | Contractual Services - Other        |
| P2100639              | Capitol Services Management Inc.                          | \$ 400,810.00 | Furniture and fixture -capitalized  |
| P2100642              | Dell Computer Corp.                                       | \$ 19,664.47  | Computer equipment and supplies     |
| P2100644              | Dell Computer Corp.                                       | \$ 20,893.55  | Computer equipment and supplies     |
| P2100646              | DIATOME US  | \$ 10,550.00  | Laboratory supplies                 |
| P2100648              | B & B Floor Services, LLC                                 | \$ 47,974.82  | Contractual Services - Other        |
| P2100649              | Quantum Design, Inc.                                      | \$ 283,000.00 | Equip and machinery -capitalized    |
| P2100652              | Dell Computer Corp.                                       | \$ 10,633.28  | Computer equipment and supplies     |
| P2100661              | Purple Mountain Organics                                  | \$ 50,000.00  | Contractual Services - Other        |
| P2100663              | CAPITAL SERVICES AND SUPPLIES                             | \$ 10,114.98  | Office furniture                    |
| P2100664              | Whitaker Parking System, Inc.                             | \$ 18,479.00  | Facilities supplies                 |
| P2100665              | Kognito Solutions LLC                                     | \$ 13,200.00  | Computer software                   |
| P2100666              | Designed Services, Inc                                    | \$ 43,195.06  | Furniture and fixture -capitalized  |
| P2100668              | Tevera LLC  | \$ 21,500.00  | Computer software                   |
| P2100669              | Brilla Window Cleaning LLC                                | \$ 39,740.00  | Contractual Services - Other        |
| P2100671              | Global Industries, Inc                                    | \$ 17,554.92  | Furniture and fixture -capitalized  |
| P2100673              | Dell Computer Corp.                                       | \$ 28,463.40  | Computer equipment and supplies     |
| P2100674              | Dell Computer Corp.                                       | \$ 26,262.60  | Computer equipment and supplies     |
| P2100675              | Dell Computer Corp.                                       | \$ 23,933.11  | Computer equipment and supplies     |
| P2100676              | Advanced Air Mechanical System                            | \$ 27,000.00  | Contractual Services - Other        |

| Purchase Order Number | Vendor Name   | Amount          | Transaction Description             |
|-----------------------|---|-----------------|-------------------------------------|
| P2100677              | Dell Computer Corp.                                       | \$ 10,280.60    | Computer equipment and supplies     |
| P2100679              | Advancement Strategy, LLC                                 | \$ 12,000.00    | Contractual Services - Other        |
| P2100680              | Toucan Printing & Promotional                             | \$ 12,928.25    | Promotions & gifts                  |
| P2100681              | Bailey Real Estate Holdings, LLC                          | \$ 87,370.40    | Contractual Services - Other        |
| P2100686              | Voltage Innovations, LLC                                  | \$ 40,000.00    | Contracting and consulting services |
| P2100687              | Parkinson Construction Company, Inc                       | \$ 86,848.50    | Contractual Services - Other        |
| P2100688              | Networking For Future, Inc. (NFF)                         | \$ 132,718.39   | Computer equipment and supplies     |
| P2100690              | Varsity Brands Holding CO., Inc dba BSN Sports, LLC       | \$ 62,186.97    | Athletic supplies                   |
| P2100691              | Microsoft Corporation                                     | \$ 1,524,895.00 | Computer equipment and supplies     |
| P2100693              | Networking For Future, Inc. (NFF)                         | \$ 35,755.28    | Computer equipment and supplies     |
| P2100694              | Digital Copier Associates Corp dba DCA Imaging Systems    | \$ 123,935.16   | Computer equipment and supplies     |
| P2100696              | SUNNYS COACH SERVICES INC                                 | \$ 56,882.59    | Contracting and consulting services |
| P2100697              | Metropolitan Office Products                              | \$ 12,574.10    | Computer equipment and supplies     |
| P2100699              | Higher Ed & County Financial Consultants LLC              | \$ 38,400.00    | Contractual Services - Other        |
| P2100703              | William P. Gelberg, Inc dba Gelberg Signs                 | \$ 19,365.95    | Constr in prog (CIP) -capitalized   |
| P2100704              | Dell Computer Corp.                                       | \$ 23,026.15    | Contractual Services - Other        |
| P2100706              | Dell Computer Corp.                                       | \$ 12,143.97    | Computer equipment and supplies     |
| P2100709              | Wolters Kluwer HLRP aka LIPPINCOTT WILLIAMS & WILKINS     | \$ 28,711.23    | Instructional equipment             |
| P2100711              | Safeware, Inc   | \$ 14,210.40    | Equipment - less than \$5,000       |
| P2100716              | Pro Quest-CSA LLC   | \$ 31,241.35    | Membership dues and subscriptions   |
| P2100717              | Microsoft Corporation                                     | \$ 37,975.57    | Computer equipment and supplies     |
| P2100718              | Apple Computer Inc.                                       | \$ 22,404.00    | Computer equipment and supplies     |
| P2100719              | Consys  | \$ 13,687.00    | Contracting and consulting services |
| P2100720              | STF Enterprises, Inc                                      | \$ 18,450.00    | Contractual Services - Other        |
| P2100721              | EvalSolutions, Inc  | \$ 15,000.00    | Contractual Services - Other        |
| P2100723              | Constituent Services Worldwide Public Benefit Corporation | \$ 18,624.00    | Contractual Services - Other        |
| P2100724              | Professional Lawn Maintenance Services, LLC               | \$ 20,609.00    | Contractual Services - Other        |
| P2100725              | Remi Holdings, LLC  | \$ 35,162.55    | Contractual Services - Other        |
| P2100726              | Accessible Information Management, LLC                    | \$ 13,194.00    | Membership dues and subscriptions   |
| P2100727              | JT&A, INC.  | \$ 25,720.06    | Educational supplies                |
| P2100730              | Willis, Jason B.  | \$ 25,000.00    | Contractual Services - Other        |
| P2100731              | CampusLogic, Inc  | \$ 42,100.00    | Equip and software maint contract   |
| P2100732              | SBC LLC dba The Shuttle Bus Company                       | \$ 48,490.20    | Contractual Services - Other        |
| P2100733              | Consys  | \$ 23,352.78    | Contractual Services - Other        |
| P2100734              | Consys  | \$ 384,087.78   | Contractual Services - Other        |
| P2100735              | Micon Construction, Inc                                   | \$ 235,500.00   | Contractual Services - Other        |
| P2100736              | Consys  | \$ 215,405.50   | Contractual Services - Other        |
| P2100737              | RobotLAB Inc  | \$ 30,000.00    | Equip and machinery -capitalized    |
| P2100738              | Capitol Services Management Inc.                          | \$ 53,955.88    | Furniture and fixture -capitalized  |
| P2100740              | Perkins Management Services Company                       | \$ 52,560.00    | Contractual Services - Other        |
| P2100741              | Capitol Services Management Inc.                          | \$ 72,455.88    | Contractual Services - Other        |
| P2100742              | Jerome L. Taylor Trucking, Inc. dba JLT Trucking, Inc.    | \$ 100,000.00   | Trash and waste removal             |
| P2100743              | Jerome L. Taylor Trucking, Inc. dba JLT Trucking, Inc.    | \$ 16,000.00    | Trash and waste removal             |

| Purchase Order Number | Vendor Name  | Amount        | Transaction Description             |
|-----------------------|--|---------------|-------------------------------------|
| P2100744              | Consys   | \$ 239,786.00 | Contractual Services - Other        |
| P2100745              | Parkinson Construction Company, Inc                    | \$ 730,000.00 | Contractual Services - Other        |
| P2100746              | Bioanalytical Systems, Inc                             | \$ 10,713.80  | Instructional equipment             |
| P2100747              | McKissack & McKissack                                  | \$ 119,600.00 | Contractual Services - Other        |
| P2200004              | ALLEGIS GROUP HOLDINGS, INC / TEKSYSTEMS, INC          | \$ 167,500.00 | Contractual Services - Other        |
| P2200005              | Strata Information Group Inc                           | \$ 199,900.00 | Contractual Services - Other        |
| P2200010              | Quadlent Leasing USA, Inc                              | \$ 34,305.00  | Contracting and consulting services |
| P2200012              | Williams, Simon P.                                     | \$ 40,000.00  | Contractual Services - Other        |
| P2200013              | Advancement Strategy, LLC                              | \$ 24,000.00  | Contractual Services - Other        |
| P2200014              | Jones Sr., Charles E.                                  | \$ 18,750.00  | Contractual Services - Other        |
| P2200017              | BMC SOFTWARE, INC                                      | \$ 32,485.87  | Network usage and maint fees        |
| P2200020              | SUPERIOR COURIERS, LLC                                 | \$ 54,000.00  | Contractual Services - Other        |
| P2200021              | SBC LLC dba The Shuttle Bus Company                    | \$ 373,625.02 | Contractual Services - Other        |
| P2200022              | International Business Machines Corporation            | \$ 24,006.60  | Contractual Services - Other        |
| P2200023              | Mythics  | \$ 210,832.30 | Contractual Services - Other        |
| P2200024              | Neal R Gross & Co Inc.                                 | \$ 60,000.00  | Contractual Services - Other        |
| P2200025              | Donaldson, Stuart P.                                   | \$ 125,000.00 | Contractual Services - Other        |
| P2200026              | Bert W. Smith, Jr & Co; Chartered DbA Bert Smith & Co. | \$ 24,750.00  | Contractual Services - Other        |
| P2200027              | Fortune Time Group Inc                                 | \$ 85,000.00  | Contractual Services - Other        |
| P2200028              | Tanya Baskin dba The Baskin Group                      | \$ 52,500.00  | Contractual Services - Other        |
| P2200029              | Elvin T. Ramos dba Sapphire Global Associates, LLC     | \$ 60,000.00  | Contractual Services - Other        |
| P2200030              | Oasis Landscaping llc dba Brad DeHaven                 | \$ 11,832.00  | Landscaping and horticultural svcs  |
| P2200037              | Deborah Ellen Harvey Kell, LLC                         | \$ 50,000.00  | Contractual Services - Other        |
| P2200039              | Khendall Donnese Beale dba JustBeale PR and Events     | \$ 15,000.00  | Contracting and consulting services |
| P2200042              | Ford&Harrison LLP                                      | \$ 100,000.00 | Contractual Services - Other        |
| P2200043              | Ford&Harrison LLP                                      | \$ 100,000.00 | Contractual Services - Other        |
| P2200044              | Bruker BioSpin Corp                                    | \$ 23,756.00  | Contractual Services - Other        |
| P2200046              | Mario Wolf dba Wolf Digital Solutions LLC              | \$ 25,000.00  | Contractual Services - Other        |
| P2200047              | CollegeNET, Inc.                                       | \$ 33,542.10  | Contractual Services - Other        |
| P2200053              | Bald Cypress Media LLC                                 | \$ 60,000.00  | Contractual Services - Other        |
| P2200054              | Level Green Landscape, LLC                             | \$ 160,000.00 | Contracting and consulting services |
| P2200055              | Schindler Elevator Corporation                         | \$ 160,000.00 | Contractual Services - Other        |
| P2200056              | DC Life Safety, LLC                                    | \$ 50,000.00  | Contracting and consulting services |
| P2200057              | Gartner Inc  | \$ 270,400.00 | Contractual Services - Other        |
| P2200058              | Appsplace Inc  | \$ 17,400.00  | Network usage and maint fees        |
| P2200060              | The Washington Research                                | \$ 47,973.27  | Periodical licenses & subs          |
| P2200064              | Aspen of DC, Inc.                                      | \$ 72,800.00  | Contracted temporary help           |
| P2200065              | City Security Consultants, Inc                         | \$ 75,312.00  | Security                            |
| P2200066              | ENVIRONMENTAL MGMT SVCS                                | \$ 60,500.00  | Contractual Services - Other        |
| P2200067              | Armstrong, Le'Cheay                                    | \$ 50,000.00  | Contractual Services - Other        |
| P2200068              | SUNNYS COACH SERVICES INC                              | \$ 49,892.89  | Contractual Services - Other        |
| P2200069              | Dormakaba USA INC                                      | \$ 35,000.00  | Contractual Services - Other        |
| P2200070              | Wolfram Research Inc                                   | \$ 22,953.21  | Licenses and Fees                   |
| P2200071              | Dell Computer Corp.                                    | \$ 19,664.47  | Computer equipment and supplies     |

| Purchase Order Number | Vendor Name  | Amount        | Transaction Description             |
|-----------------------|--|---------------|-------------------------------------|
| P2200073              | THOMSON REUTERS-WEST                                     | \$ 12,708.00  | Contractual Services - Other        |
| P2200077              | Disaster Recovery Services LLC                           | \$ 75,000.00  | Contractual Services - Other        |
| P2200081              | ABCD & Company, LLC                                      | \$ 35,242.29  | Contractual Services - Other        |
| P2200083              | W.W. Grainger Inc.                                       | \$ 180,000.00 | General supplies                    |
| P2200085              | EBSCO PUBLISHING   | \$ 14,669.80  | Membership dues and subscriptions   |
| P2200086              | American Society of Civil Engineers                      | \$ 20,125.00  | Membership dues and subscriptions   |
| P2200087              | Salesforce.com, Inc dba Tableau Software LLC             | \$ 10,650.00  | Contractual Services - Other        |
| P2200088              | Jstor  | \$ 20,650.00  | Membership dues and subscriptions   |
| P2200096              | ALOHA POOL & SPA, INC                                    | \$ 21,600.00  | Contractual Services - Other        |
| P2200097              | Remi Holdings, LLC                                       | \$ 12,748.80  | Contractual Services - Other        |
| P2200098              | Wolters Kluwer HLRP aka LIPPINCOTT WILLIAMS & WILKINS    | \$ 13,390.00  | Contracting and consulting services |
| P2200105              | Pratt Consulting   | \$ 150,000.00 | Contractual Services - Other        |
| P2200113              | Blackboard Inc   | \$ 12,000.00  | Contractual Services - Other        |
| P2200114              | Dormakaba USA INC  | \$ 35,000.00  | Contractual Services - Other        |
| P2200116              | The American Society of Mechanical Engineers             | \$ 14,600.00  | Membership dues and subscriptions   |
| P2200117              | Pro Quest-CSA LLC  | \$ 14,344.43  | Membership dues and subscriptions   |
| P2200118              | Bloomsbury Publishing Plc                                | \$ 13,376.00  | Membership dues and subscriptions   |
| P2200119              | ScoreVision LLC  | \$ 11,602.00  | Athletic supplies                   |
| P2200121              | McKesson Medical-Surgical Government Solutions LLC       | \$ 14,999.71  | Medical and laboratory supplies     |
| P2200124              | Perkins Management Services Company                      | \$ 281,340.00 | Contractual Services - Other        |
| P2200125              | Hybrid News Limited                                      | \$ 14,405.00  | Contracting and consulting services |
| P2200133              | Dell Computer Corp.                                      | \$ 40,729.50  | Computer equipment and supplies     |
| P2200148              | CINTAS   | \$ 35,000.00  | Contractual Services - Other        |
| P2200149              | Dell Computer Corp.                                      | \$ 298,750.00 | Contractual Services - Other        |
| P2200151              | The Gale Group   | \$ 30,780.98  | Membership dues and subscriptions   |
| P2200153              | Chemical & Engineering Services                          | \$ 35,000.00  | Contractual Services - Other        |
| P2200154              | Advanced Air Mechanical System                           | \$ 60,000.00  | Contractual Services - Other        |
| P2200155              | Williams Hayes, Diane                                    | \$ 155,000.00 | Contractual Services - Other        |
| P2200156              | SUNNYS COACH SERVICES INC                                | \$ 71,455.95  | Contractual Services - Other        |
| P2200157              | American Chemical Society dba Chemical Abstracts Service | \$ 12,225.00  | Membership dues and subscriptions   |
| P2200160              | Elsevier BV  | \$ 21,348.07  | Membership dues and subscriptions   |
| P2200162              | Sleek Consulting, LLC                                    | \$ 65,010.00  | Contractual Services - Other        |
| P2200163              | Voltage Innovations, LLC                                 | \$ 90,000.00  | Contracting and consulting services |
| P2200164              | Asana Inc  | \$ 14,997.00  | Contractual Services - Other        |
| P2200165              | A3 Communications, Inc dba Advantech                     | \$ 59,975.00  | Equip and software maint contract   |
| P2200167              | RSC Electrical & Mechanical Co                           | \$ 215,000.00 | Contractual Services - Other        |
| P2200168              | Advanced Air Mechanical System                           | \$ 170,000.00 | Contracting and consulting services |
| P2200175              | Institute Of Electrical And El                           | \$ 49,130.00  | Membership dues and subscriptions   |
| P2200178              | Cloud, Erika G.  | \$ 72,000.00  | Contractual Services - Other        |
| P2200179              | Strata Information Group Inc                             | \$ 849,925.00 | Contractual Services - Other        |
| P2200181              | Ellucian Support, Inc.                                   | \$ 408,720.00 | Equip and software maint contract   |
| P2200182              | Blackboard Inc   | \$ 273,195.58 | Contractual Services - Other        |
| P2200186              | United States Postal Service                             | \$ 20,000.00  | US postage                          |

| Purchase Order Number | Vendor Name   | Amount          | Transaction Description             |
|-----------------------|---|-----------------|-------------------------------------|
| P2200192              | Xerox Corp.   | \$ 658,616.04   | Copier lease and rental             |
| P2200195              | Dell Computer Corp.                                 | \$ 18,608.24    | Computer equipment and supplies     |
| P2200196              | Lyrasis   | \$ 14,706.97    | Membership dues and subscriptions   |
| P2200197              | Dell Computer Corp.                                 | \$ 19,362.69    | Computer equipment and supplies     |
| P2200198              | Dell Computer Corp.                                 | \$ 50,296.64    | Licenses and Fees                   |
| P2200199              | Labster   | \$ 15,000.00    | Equip and software maint contract   |
| P2200202              | Microsoft Corporation                               | \$ 416,541.33   | Contractual Services - Other        |
| P2200203              | Ogletree, Deakins, Nasha, Smoak, & Stewart, P.C.    | \$ 150,000.00   | Contractual Services - Other        |
| P2200205              | Method Test Prep, Inc                               | \$ 10,260.00    | Contractual Services - Other        |
| P2200206              | Ironmark Inc  | \$ 22,869.90    | Promotions & gifts                  |
| P2200207              | Bailey Real Estate Holdings, LLC                    | \$ 2,370,000.00 | Janitorial services                 |
| P2200211              | Vital Sign LLC                                      | \$ 100,000.00   | Contractual Services - Other        |
| P2200212              | Sign Language USA,LLC                               | \$ 100,000.00   | Contractual Services - Other        |
| P2200213              | Touchnet Information Systems Inc                    | \$ 90,146.00    | Equip and software maint contract   |
| P2200216              | CompTIA Learning, LLC                               | \$ 32,172.27    | Licenses and Fees                   |
| P2200218              | LogMein USA, Inc                                    | \$ 29,732.80    | Contractual Services - Other        |
| P2200219              | EBSCO PUBLISHING                                    | \$ 49,980.39    | Membership dues and subscriptions   |
| P2200225              | EBSCO PUBLISHING                                    | \$ 151,662.00   | Membership dues and subscriptions   |
| P2200226              | Document Systems,Inc                                | \$ 259,990.84   | Contractual Services - Other        |
| P2200227              | Networking For Future, Inc. (NFF)                   | \$ 98,735.30    | Other maint and repair              |
| P2200229              | Bailey Real Estate Holdings, LLC                    | \$ 23,400.00    | Contractual Services - Other        |
| P2200233              | Pocket Nurse  | \$ 11,050.43    | Instructional equipment             |
| P2200235              | Kebros & Associates LLC dba SmartCare Govt Group    | \$ 41,446.96    | Contracted temporary help           |
| P2200236              | Weinberger, Mark H.                                 | \$ 20,000.00    | Contractual Services - Other        |
| P2200237              | Dotson, Shavonyvette                                | \$ 20,000.00    | Contractual Services - Other        |
| P2200238              | PRISSEM Academic Services, LLC                      | \$ 60,400.00    | Contractual Services - Other        |
| P2200245              | RLS Construction, Inc                               | \$ 739,000.00   | Contractual Services - Other        |
| P2200246              | London, Elizabeth                                   | \$ 15,000.00    | Contractual Services - Other        |
| P2200249              | Renee I Abdullah dba Platinum Touch Solutions, LLC  | \$ 127,200.00   | Contractual Services - Other        |
| P2200253              | CampusEAI   | \$ 96,486.22    | Licenses and Fees                   |
| P2200254              | Dell Computer Corp.                                 | \$ 416,541.33   | Contractual Services - Other        |
| P2200255              | SUNNYS COACH SERVICES INC                           | \$ 49,684.48    | Contracting and consulting services |
| P2200256              | American Pest Management, Inc                       | \$ 75,000.00    | Contractual Services - Other        |
| P2200257              | Swann, Wayne E.                                     | \$ 45,000.00    | Contractual Services - Other        |
| P2200265              | Kurt J Lesker Co.                                   | \$ 24,603.00    | Equip and machinery -capitalized    |
| P2200267              | Quality Measures LLC                                | \$ 30,000.00    | Contractual Services - Other        |
| P2200270              | Consys  | \$ 288,867.57   | Contractual Services - Other        |
| P2200271              | Mimar Ponte Mellor of DC Architects & Engineers LLC | \$ 139,139.00   | Contractual Services - Other        |
| P2200272              | Aspen of DC, Inc.                                   | \$ 20,000.00    | Contractual Services - Other        |
| P2200273              | Quinn Evans Architects Inc                          | \$ 320,291.00   | Contractual Services - Other        |
| P2200274              | Protec Construction Inc.                            | \$ 765,800.00   | Contractual Services - Other        |
| P2200275              | DO NOT USE  | \$ 18,502.00    | Contractual Services - Other        |
| P2200276              | Mimar Ponte Mellor of DC Architects & Engineers LLC | \$ 149,603.00   | Contractual Services - Other        |
| P2200278              | Networking For Future, Inc. (NFF)                   | \$ 69,753.00    | Contractual Services - Other        |

| Purchase Order Number | Vendor Name   | Amount        | Transaction Description             |
|-----------------------|---|---------------|-------------------------------------|
| P2200279              | Solarwinds North America, Inc dba Solarwinds Worldwide, LLC | \$ 15,014.45  | Contractual Services - Other        |
| P2200280              | Van Tech Industries   | \$ 90,000.00  | Facilities supplies                 |
| P2200282              | The Brooks Group, LLC                                       | \$ 498,500.00 | Contractual Services - Other        |
| P2200283              | Microsoft Corporation                                       | \$ 85,502.00  | Contractual Services - Other        |
| P2200284              | Dell Computer Corp.   | \$ 23,719.50  | Computer equipment and supplies     |
| P2200285              | Cogent Communications                                       | \$ 40,593.60  | Internet services                   |
| P2200289              | Maxient, LLC  | \$ 11,000.00  | Membership dues and subscriptions   |
| P2200290              | Limbach Holdings LLC dba Limbach Company LLC                | \$ 86,901.00  | Contracting and consulting services |
| P2200294              | Abdul-Salaam, Mustafa                                       | \$ 96,000.00  | Contractual Services - Other        |
| P2200298              | Elsevier BV   | \$ 35,880.00  | Periodical licenses & subs          |
| P2200299              | Omingo Software, LLC  | \$ 15,372.00  | Equip and software maint contract   |
| P2200301              | Blackboard Inc  | \$ 47,419.08  | Contractual Services - Other        |
| P2200302              | Micon Construction, Inc                                     | \$ 269,890.12 | Contractual Services - Other        |
| P2200303              | Consys  | \$ 16,876.00  | Contracting and consulting services |
| P2200304              | Micon Construction, Inc                                     | \$ 242,250.00 | Contractual Services - Other        |
| P2200305              | Civitas Bedrock LLC   | \$ 67,500.00  | Contractual Services - Other        |
| P2200307              | Omingo Software, LLC  | \$ 10,542.00  | Equip and software maint contract   |
| P2200308              | Bruker BioSpin Corp   | \$ 66,251.54  | Equip and machinery -capitalized    |
| P2200309              | Kaltura, Inc  | \$ 13,333.34  | Membership dues and subscriptions   |
| P2200310              | FEI COMPANY   | \$ 358,194.90 | Equip and machinery -capitalized    |
| P2200312              | Kebros & Associates LLC dba SmartCare Govt Group            | \$ 58,729.52  | Contracted temporary help           |
| P2200314              | Dell Computer Corp.   | \$ 14,075.35  | Computer equipment and supplies     |
| P2200317              | Blackboard Inc  | \$ 726,000.00 | Contractual Services - Other        |
| P2200319              | ALLEGIS GROUP HOLDINGS, INC / TEKSYSTEMS, INC               | \$ 167,500.00 | Contractual Services - Other        |
| P2200323              | Oransi LLC  | \$ 21,664.00  | General supplies                    |
| P2200326              | A.H. Jordan Plumbing & Mechanical, LLC                      | \$ 75,000.00  | Contracting and consulting services |
| P2200327              | Demczuk, Bernard P.   | \$ 60,400.00  | Contractual Services - Other        |
| P2200328              | Thompson, Sharita   | \$ 60,400.00  | Contractual Services - Other        |
| P2200330              | Donna L Stallings dba The Worthy Project                    | \$ 30,000.00  | Contractual Services - Other        |
| P2200331              | Whyte, Michael  | \$ 19,900.00  | Contractual Services - Other        |
| P2200334              | Perkins Management Services Company                         | \$ 259,920.00 | Contractual Services - Other        |
| P2200335              | Kadcon Corporation  | \$ 11,616.00  | Contractual Services - Other        |
| P2200336              | TPM Group, LLC  | \$ 99,287.00  | Contractual Services - Other        |
| P2200337              | Alphatec, P.C   | \$ 22,138.00  | Contractual Services - Other        |
| P2200338              | Networking For Future, Inc. (NFF)                           | \$ 45,662.20  | Equipment - less than \$5,000       |
| P2200339              | Protec Construction Inc.                                    | \$ 180,290.00 | Contractual Services - Other        |
| P2200340              | JMT   | \$ 92,800.00  | Contractual Services - Other        |
| P2200341              | Kramer Consulting Services, PC                              | \$ 220,800.00 | Contractual Services - Other        |
| P2200347              | Jacobs Project Management Co                                | \$ 64,420.80  | Contractual Services - Other        |
| P2200348              | Designed Services, Inc                                      | \$ 14,243.00  | Furniture and fixture -capitalized  |
| P2200350              | Freshfarm Markets Inc. dba Freshfarm                        | \$ 51,375.80  | Contractual Services - Other        |
| P2200351              | Advancement Strategy, LLC                                   | \$ 12,000.00  | Contractual Services - Other        |
| P2200354              | McKissack & McKissack                                       | \$ 239,200.00 | Contractual Services - Other        |
| P2200356              | The Johnson Law Group, LLC                                  | \$ 20,000.00  | Contractual Services - Other        |

| Purchase Order Number | Vendor Name                       | Amount        | Transaction Description             |
|-----------------------|-----------------------------------|---------------|-------------------------------------|
| P2200357              | The Johnson Law Group, LLC        | \$ 20,000.00  | Contractual Services - Other        |
| P2200358              | Goodstein, Brian                  | \$ 13,995.00  | Contracting and consulting services |
| P2200359              | The Johnson Law Group, LLC        | \$ 20,000.00  | Contractual Services - Other        |
| P2200361              | Columbia Enterprises, Inc.        | \$ 137,488.97 | Contractual Services - Other        |
| P2200362              | R McGhee & Associates             | \$ 62,710.00  | Contractual Services - Other        |
| P2200367              | Clemson University                | \$ 51,003.00  | Contractual Services - Other        |
| P2200368              | City Security Consultants, Inc    | \$ 32,977.75  | Contracted temporary help           |
| P2200369              | University of Maryland            | \$ 75,000.00  | Contractual Services - Other        |
| P2200371              | EvalSolutions, Inc                | \$ 15,000.00  | Contractual Services - Other        |
| P2200372              | Networking For Future, Inc. (NFF) | \$ 75,309.00  | Contractual Services - Other        |
| P2200373              | ADC Management Solutions          | \$ 40,000.00  | Contractual Services - Other        |

24. (a) Please describe how your agency manages and limits its mobile, voice, and data costs, including cellular phones and mobile devices.

**Response:** UDC assigns mobile devices when possession and use of the devices are necessary to perform work-related duties or to enhance the performance of said duties. Additionally, mobile devices are assigned to individuals who are frequently away from their assigned office, such as maintenance personnel, yet have a necessity to maintain constant contact with their business units. University employees who need to be available during off hours are also provided mobile devices to ensure they can be contacted in the event of emergency situations. This includes, but is not limited to, police officers and information technology personnel. Further, with the need to require personnel to work remotely during the quarantine and pandemic period, the requirements for availability have been expanded to include those who need telephonic communication from remote office locations.

When a University employee is assigned a mobile device, the employee must sign a user agreement that outlines the coverage details. Moreover, in signing the user agreement, the employee acknowledges what charges are covered by the University and agrees not to accrue additional charges over the given phone plan. The authorization to use mobile platforms is managed at the department level by the appropriate director, vice president, dean, or cabinet member, and the overall allocation of devices is audited annually by the Office of Information Technology (OIT), in coordination with the Office of the Chief Operating Officer. The acquisition and management of all mobile devices is conducted exclusively by OIT, and OIT monitors the use of all mobile devices to ensure that a University employee does not incur additional charges. If an employee does not abide by the user agreement, including incurring additional charges, the OIT Director is authorized to collect the cost of the unauthorized use from the University employee, to notify the head of the employee's department of the inappropriate use, and to revoke the use of the mobile device.

(b) In table format if the answer is more than 20 lines, and as an attachment, please provide the following information for fiscal years 2021 and 2022 (through January 31), regarding your agency's use of cellular phones and mobile devices: (1) individuals (by name and title/position) authorized to carry and use such devices; (2) total annual expense (FY) for each individual's use; and (3) justification for such use (per person). If the list is more than 20 individuals, group the answer by program, giving the total number of FTEs for that program as well as the number of cellular phones and mobile devices.

**Response:** Please see attachments #4a and #4b for the requested table information for fiscal years 2021 and 2022. Please see the response to question 24(a) for justification of an employee's mobile phone usage.

25. (a) Does your agency have or use one or more government vehicle? If so, for fiscal years 2021 and 2022 (through January 31), please list any vehicle the agency owns, leases, or has assigned to it. You may group the vehicles by category (e.g., 15 sedans, 33 pick-up trucks, three transport buses, etc.).

**Response:** Yes, the University of the District of Columbia has more than one government vehicle. For fiscal years 2021 and 2022 (through January 31), the University has a total of 23 vehicles: 5 SUV's, 7 sedans, 1 station wagon, 1 dump truck, 4 passenger vans, 2 cargo vans, 1 light duty box truck, 1 medium duty truck, and 1 food truck.

(b) Please list all vehicle accidents involving your agency's vehicles for fiscal years 2020, 2021, and 2022 (through January 31). Provide: (1) a brief description of each accident; (2) the type of vehicle involved; (3) the name and title/position of the driver involved; (4) the justification for using such vehicle; (5) whether there was a finding of fault and, if so, who was determined to be at fault; and (6) what employee discipline resulted, if any.

**Response:** There has been one accident involving a UDC vehicle in fiscal years 2020, 2021, and 2022 (through January 31). On December 24, 2020, while performing her duties, Officer Jacquelyn Chamberlin moved Cruiser #2 (DC-7928) to allow a resident of Bertie Backus to enter an alleyway. As she was repositioning the vehicle, she miscalculated the distance between the rear of the vehicle and the light pole, which resulted in a damaged taillight. Sergeant Brown contacted the University's Transportation Department (Mr. Ronnie Hayes) to inform him of the matter. All repairs have been made.

26. Please list every lawsuit against the agency that was settled or decided by a trial court in FY 2021 and FY 2022 to date. Briefly describe each and the sanction, if any.

**Response:** The table below contains every lawsuit brought against UDC that was settled or decided by a trial court in fiscal years 2021 and 2022 (to date).

| Fiscal Year | Case Name           | Description   | Outcome   |
|-------------|---------------------|---|-----------|
| 2021        | <i>Koch v. UDC</i>  | Claim for a slip and fall in the parking lot of the David A. Clarke School of Law | Dismissed |
| 2021        | <i>Viehe v. UDC</i> | Alleged retaliation for complaints of RICO violations.                            | Dismissed |

|      |                     |   |         |
|------|---------------------|---|---------|
| 2021 | <i>Hodge v. UDC</i> | Alleged discrimination due to a disability  | Settled |
| 2022 | <i>Ray v. UDC</i>   | Claim for a slip and fall in 2018 on the Van Ness campus as the result of icy conditions. | Settled |

27. D.C. Law requires the Mayor to pay certain settlements and judgements from agency operating budgets if the settlement is less than \$10,000 or results from an incident within the last two years (see D.C. Code § 2-402(a)(3)). Please itemize each charge-back to your agency for a settlement or judgment pursuant to D.C. Code § 2-402.

**Response:** Pursuant to D.C. Official Code § 38-1202.01, the University of the District of Columbia Board of Trustees is the body corporate that governs the affairs of the University. This includes the ability of the Board of Trustees to sue and be sued. As such, the Board of Trustees is sui juris and is subject to claims independent of the District of Columbia, and as a result, UDC maintains its own contingent liability fund. Accordingly, the University has not operationalized any charge-backs of settlements or judgments.

28. (a) D.C. Law prohibits chauffeurs, take-home vehicles, and the use of SUVs (see D.C. Code §§ 50-203 and 50-204). Is your agency in compliance with this law?

**Response:** Yes, the University is in compliance with this law.

(b) Please explain all exceptions, if any, and provide the following: (1) type of vehicle (make, model, year); (2) individuals (name/position) authorized to use the vehicle; (3) jurisdictional residence of the individual (e.g., Bowie, MD); and (4) justification for the chauffer or take-home status.

**Response:** UDC complies with the law and has no exceptions to it.

29. In table format, please provide the following information for fiscal years 2021 and 2022 (through January 31) regarding your agency's authorization of employee travel: (1) each trip outside the region on official business or agency expense; (2) individuals (by name and title/position) who traveled outside the region; (3) total expense for each trip (per person, per trip, etc.); (4) what agency or entity paid for the trips; and (5) justification for the travel (per person and trip).

**Response:** UDC uses two methods for procuring travel:

- Purchase Card – where employees procure travel via credit cards issued by the University. In this method, the only information received by the OCFO is a credit card statement with multiple card charges. Cardholders then identify the accounts to which the expenditures are to be charged. No detailed information is provided by either the credit card company or the procuring department on travel events. The respective department or office authorizing the travel is the repository for detailed travel information. Employee travel procured by purchase card are not included in the table below.

- Travel Authorization/Direct Payment – where employees procure travel with funds that are: 1) advanced by the University; 2) paid directly to third party vendors; 3) provided by the employee and later reimbursed; or 4) any combination of the preceding three methods. Although the accounting system identifies these transactions as travel related, it does not include detailed travel information – such as traveler, purpose, location, or dates of travel. Each respective department or office that authorizes travel is the repository of that information.

The information provided below summarizes authorization and reimbursement requests for employee trips outside the region reviewed and approved by the OCFO through the Travel Authorization/Direct Payment process for which funds were advanced by the University or paid by the employee and later reimbursed. Travel paid directly to third party vendors or via purchase card are not included.

#### Fiscal Year 2021 Travel Out of Region

| Office/Department   | Name             | Description                                   | Agency or Entity that Paid for Trip | Authorized Amount |
|---|------------------|---|-------------------------------------|-------------------|
| College of Agriculture, Urban Sustainability, and Environmental Sciences (CAUSES) | Nian Zhang       | Travel Authorization<br>1/5/2021 - 1/9/2021   | CAUSES                              |                   |
| CAUSES  | Nian Zhang       | Travel Authorization<br>4/15/2021 - 4/16/2021 | CAUSES                              | 75.00             |
| CAUSES  | Nian Zhang       | Travel Authorization<br>5/14/2021 - 5/16/2021 | CAUSES                              | 460.00            |
| CAUSES  | Pradeep Behera   | Travel Authorization<br>1/5/2021 - 1/9/2021   | CAUSES                              |                   |
| CAUSES  | Tolessa Deksissa | Travel Authorization<br>1/5/2021 - 1/9/2021   | CAUSES                              |                   |
| CAUSES  | Tolessa Deksissa | Travel Authorization<br>2/8/2021 - 2/10/2021  | CAUSES                              |                   |
| Academic Support (VPAA/Provost)   | Lawrence Potter  | Travel Authorization                          | Academic Support (VPAA/Provost)     | 0.00              |
| Academic Support (VPAA/Provost)   | Lawrence Potter  | Travel Authorization<br>3/22/2021 - 3/24/2021 | Academic Support (VPAA/Provost)     |                   |

| Office/Department                  | Name              | Description                                  | Agency or Entity that Paid for Trip | Authorized Amount |
|------------------------------------|-------------------|--|-------------------------------------|-------------------|
| Academic Support (VPAA/Provost)    | Malva Reid        | Travel Authorization 7/9/2021 - 7/14/2021    | Academic Support (VPAA/Provost)     | 300.00            |
| Arts and Sciences                  | Angela Bullock    | Travel Authorization 11/16/2020 - 11/20/2020 | Arts and Sciences                   | 355.00            |
| Arts and Sciences                  | Angela Bullock    | Travel Authorization 4/14/2021 - 4/16/2021   | Arts and Sciences                   |                   |
| Arts and Sciences                  | April Massey      | Travel Authorization 12/1/2020 - 12/2/2020   | Arts and Sciences                   | 75.00             |
| Arts and Sciences                  | William Hanff Jr. | Travel Reimbursement (11/30/20)              | Arts and Sciences                   | 399.00            |
| Athletic Department                | Simone Grant      | Travel Authorization (4/17/21)               | Athletic Department                 | 50.00             |
| Athletic Department                | Simone Grant      | Travel Authorization (4/3/21)                | Athletic Department                 | 50.00             |
| Athletic Department                | Simone Grant      | Travel Authorization 09/04/2021              | Athletic Department                 | 48.00             |
| Athletic Department                | Simone Grant      | Travel Authorization 3/13/2021               | Athletic Department                 | 25.00             |
| Athletic Department                | Simone Grant      | Travel Authorization 3/27/2021               | Athletic Department                 | 25.00             |
| Business and Public Administration | Paul Cotae        | Travel Authorization 09/03/2021 - 09/12/2021 | Business and Public Administration  |                   |
| Business and Public Administration | Paul Cotae        | Travel Reimbursement                         | Business and Public Administration  | 2,775.15          |
| David Clarke School of Law         | Saleema Snow      | Travel Authorization                         | David Clarke School of Law          | 2,049.99          |
| David Clarke School of Law         | Saleema Snow      | Travel Reimbursement 07/26/2021 - 08/01/2021 | David Clarke School of Law          | 345.78            |

| Office/Department               | Name             | Description                                     | Agency or Entity that Paid for Trip | Authorized Amount |
|---------------------------------|------------------|---|-------------------------------------|-------------------|
| Engineering                     | Jiajun Xu        | Travel Authorization                            | Engineering                         |                   |
| Engineering                     | Jiajun Xu        | Travel Reimbursement                            | Engineering                         | 977.92            |
| Student Services Administration | Timothy Hatchett | Travel Authorization<br>06/02/2021 - 06/06/2021 | Student Services Administration     |                   |
| Student Services Administration | Timothy Hatchett | Travel Reimbursement<br>06/02/2021 - 06/06/21   | Student Services Administration     | 985.73            |

**Fiscal Year 2022 Travel Out of Region**

| Office/Department                  | Name              | Description                                     | Agency or Entity that Paid for Trip | Authorized Amount |
|------------------------------------|-------------------|---|-------------------------------------|-------------------|
| CAUSES                             | Mamatha Hanumappa | Travel Authorization,<br>1/21/2022 - 6/21/2022  | CAUSES                              | 0.00              |
| CAUSES                             | Azam Hossain      | Travel Authorization<br>10/15/2021 - 10/21/2021 | CAUSES                              | 2,141.50          |
| Academic Support (VPAA/Provost)    | Lawrence Potter   | Travel Authorization<br>01/19/2021 - 01/21/2021 | Academic Support (VPAA/Provost)     |                   |
| Business and Public Administration | Paul Cotae        | Travel Authorization<br>12/3/2021 - 12/12/2021  | Business and Public Administration  | 0.00              |
| Business and Public Administration | Paul Cotae        | Travel Reimbursement<br>12/03/2021 - 12/12/2021 | Business and Public Administration  | 4,447.27          |
| David Clarke School of Law         | Anthony Ervin     | Travel Authorization<br>10/07/2021 - 10/09/2021 | David Clarke School of Law          | 228.00            |
| David Clarke School of Law         | Anthony Ervin     | Travel Reimbursement<br>10/07/2021 - 10/09/2021 | David Clarke School of Law          | 141.56            |

| Office/Department          | Name              | Description                                     | Agency or Entity that Paid for Trip | Authorized Amount |
|----------------------------|-------------------|---|-------------------------------------|-------------------|
| David Clarke School of Law | Anthony Ervin     | Travel Authorization<br>11/04/2021 - 11/07/2021 | David Clarke School of Law          | 1,991.20          |
| David Clarke School of Law | Anthony Ervin     | Travel Reimbursement<br>11/4/21 - 11/7/21       | David Clarke School of Law          | 567.93            |
| David Clarke School of Law | Dalmarie Lawrence | Travel Authorization<br>10/07/2021 - 10/09/2021 | David Clarke School of Law          | 228.00            |
| David Clarke School of Law | Dalmarie Lawrence | Travel Authorization<br>10/20/2021 - 10/23/2021 | David Clarke School of Law          | 264.00            |
| David Clarke School of Law | Dalmarie Lawrence | Travel Authorization<br>10/21/2021 - 10/23/2021 | David Clarke School of Law          | 526.70            |
| David Clarke School of Law | Dalmarie Lawrence | Travel Reimbursement<br>10/07/2021 - 10/09/2021 | David Clarke School of Law          | 57.23             |
| David Clarke School of Law | Dalmarie Lawrence | Travel Reimbursement<br>10/21/2021 - 10/23/2021 | David Clarke School of Law          | 126.38            |
| David Clarke School of Law | Sharleeta Dunlap  | Travel Authorization<br>10/20/2021 - 10/23/2021 | David Clarke School of Law          | 264.00            |
| David Clarke School of Law | Sharleeta Dunlap  | Travel Authorization<br>10/21/2021 - 10/23/2021 | David Clarke School of Law          | 709.23            |
| David Clarke School of Law | Sharleeta Dunlap  | Travel Authorization<br>11/04/2021 - 11/07/2021 | David Clarke School of Law          | 1,858.53          |
| David Clarke School of Law | Sharleeta Dunlap  | Travel Authorization<br>11/12/2021 - 11/14/2021 | David Clarke School of Law          | 977.68            |
| David Clarke School of Law | Kimberly Salters  | Travel Authorization<br>11/12/2021 - 11/14/2021 | David Clarke School of Law          | 2,031.60          |

| Office/Department          | Name                  | Description                                     | Agency or Entity that Paid for Trip | Authorized Amount |
|----------------------------|-----------------------|---|-------------------------------------|-------------------|
| David Clarke School of Law | Sherleeta Dunlap      | Travel Reimbursement<br>11/04/2021 - 11/07/2021 | David Clarke School of Law          | 156.10            |
| Engineering                | Lei Wang              | Travel Authorization<br>11/06/2021 - 11/11/2021 | Engineering                         | 2,504.80          |
| Engineering                | Lei Wang              | Travel Reimbursement<br>11/06/21 - 11/11/21     | Engineering                         | 666.13            |
| Engineering                | Bishnu Dahal          | Travel Authorization<br>11/28/2021 - 12/2/2021  | Engineering                         |                   |
| Engineering                | Bishnu Dahal          | Travel Reimbursement<br>11/29/2021 - 12/02/2021 | Engineering                         | 474.45            |
| Engineering                | Max Denis             | Travel Authorization<br>11/28/2021 - 12/2/2021  | Engineering                         | 2,420.00          |
| Enrollment Services        | Alyce McFarland       | Travel Reimbursement<br>10-28-21/11-19-21       | Enrollment Services                 | 21.22             |
| Student and Life Services  | Serena Butler-Johnson | Travel Authorization<br>10/09/2021 - 10/12/2021 | Student and Life Services           | 520.50            |
| Student and Life Services  | Serena Butler-Johnson | Travel Reimbursement<br>10/08/2021 - 10/13/2021 | Student and Life Services           | 480.55            |
| Student and Life Services  | Melinda Jennings      | Travel Authorization<br>10/09/2021 - 10/12/2021 | Student and Life Services           | 342.00            |
| Student and Life Services  | Quintin Veasley       | Travel Authorization<br>10/09/2021 - 10/12/2021 | Student and Life Services           | 342.00            |
| Student and Life Services  | Trinice McNally       | Travel 3/5/22-3/9/22                            | Student and Life Services           | 288.00            |

| Office/Department         | Name             | Description           | Agency or Entity that Paid for Trip | Authorized Amount |
|---------------------------|------------------|-----------------------|-------------------------------------|-------------------|
| Student and Life Services | Letitia Williams | Travel 3/4/22-3/10/23 | Student and Life Services           | 352.00            |

30. Please provide and itemize, as of January 31, 2022, the current number of When Actually Employed (WAE), term, and contract personnel within your agency. If your agency employs WAE or term personnel, please provide, in table format, the name of each employee, position title, the length of his or her term or contract, the date on which he or she first started with your agency, and the date on which his or her current term expires.

**Response:** The table below includes the current WAE and term employees at the University. Please note that some individuals who are adjunct professors, teach in different schools within the University (for example in the College of Arts and Sciences and the College of Agriculture, Urbans Sustainability, and Environmental Sciences), and have different terms of service, depending on the school, appear multiple times in the table below.

| Name                     | Position Title            | Class | Contract Length | Employee NTE Date | Hire Date |
|--------------------------|---------------------------|-------|-----------------|-------------------|-----------|
| Abdulaleem, Rahmah A.    | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Abebaku, Sonnie          | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 2/1/2020  |
| Abubaker, I-ra           | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Adair, Kirk E.           | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 5/16/2017 |
| Adams, Andrea P.         | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 7/1/2021  |
| Adams, India R.          | Case Management Assistant | TMP   | Fiscal Year     | 9/30/2022         | 8/1/2014  |
| Addo, Sampson            | Grant Coordinator         | TMP   | Fiscal Year     | 9/30/2022         | 7/1/2020  |
| Adegbaye, Patrick E.     | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Adepoju, Akindele        | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Ago, Arthur E.           | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 1/2/2020  |
| Akanbi, David S.         | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Akanni,Iyabo             | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 5/1/2016  |
| Akinleye, Oluwafolahanmi | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Akpan, Betty Ntie        | Adjunct Professor-SEIU    | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Alesi, Francesca         | PROGRAM COORDINATOR       | TMP   | Fiscal Year     | 9/30/2022         | 9/16/2020 |
| Alston, Shiffaun L.      | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 9/1/2018  |
| Alvarado, Cecelia M.     | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 1/16/2018 |
| Amarasinghe, Nethmi T.   | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Amoussou, Salome S.      | Post Coordinator          | TMP   | Fiscal Year     | 9/30/2022         | 6/1/2015  |
| An, Justin               | Student Worker            | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Ancel, Jamelia C.        | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Anderson, Elizabeth E    | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 7/1/2015  |

| Name                           | Position Title                | Class | Contract Length | Employee NTE Date | Hire Date |
|--------------------------------|-------------------------------|-------|-----------------|-------------------|-----------|
| Anderson, Trenesha L.          | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Anglim, Christopher Thomas     | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Angouono, Sylvain              | Graduate/Teaching Asst        | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Arikatla, Pranavi              | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Arikatla, Siva Surya Prakash R | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Arya, Anita N                  | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Asquitt, Demario A.            | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Austin-Hillery, Nicole         | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 5/16/2017 |
| Avendano, Ana L                | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Badal, Jesus M.                | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Baggett, Joseph                | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 2/10/2015 |
| Bai, Feiyang                   | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Baker, Richard Wayne           | EDUCATION COUNSELOR           | TMP   | Fiscal Year     | 8/31/2022         | 2/1/2013  |
| Balogun, Sodiq                 | Student Worker                | WAE   | Semester        | 5/21/2022         | 2/1/2015  |
| Barber, Cheyenne Helena        | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Barrett, Adine P.              | Student Worker                | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Barry, Abdoulaye               | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Bartee ,Jennifer               | VISITING ASST PROFESSOR       | TMP   | Academic Year   | 8/15/2022         | 8/16/2021 |
| Bartley, Darrell R.            | Student Worker                | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Battle, Daneviere Zenequa      | Employer Outreach Coordinator | TMP   | Fiscal Year     | 9/30/2022         | 9/1/2016  |
| Beaubrun-Reese, Patricia       | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Beck, Rosett T                 | VISITING ASST PROFESSOR       | TMP   | Academic Year   | 8/15/2022         | 8/16/2021 |
| Bedforth, Jake Andrew          | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Beights, Thomas Allen          | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Bekele, Natnael G.             | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Belcher Jr., Harold P          | PROJECT COORDINATOR           | TMP   | Fiscal Year     | 9/30/2022         | 9/17/2012 |
| Bell-Daniels, March            | ADJUNCT INSTRUCTOR - WDLL     | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Bender, Darryl G               | ADJUNCT INSTRUCTOR - WDLL     | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Beneberu, Habtamu Z.           | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 8/16/2011 |
| Bennett-Roberts, Beverly       | Project Coordinator (ECLI)    | TMP   | Fiscal Year     | 9/30/2022         | 8/1/2013  |
| Billingsley, Tracee G          | ADJUNCT INSTRUCTOR - WDLL     | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Blanco, Justine                | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Boateng, Faustine A            | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 2/1/2018  |
| Bowers, Jakia                  | ADJUNCT INSTRUCTOR - WDLL     | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Brady, Antwan S.               | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022 |

| Name                         | Position Title                 | Class | Contract Length | Employee NTE Date | Hire Date |
|------------------------------|--------------------------------|-------|-----------------|-------------------|-----------|
| Branchik, Blaine J           | VISITING ASSOCIATE PROFESSOR   | TMP   | Academic Year   | 8/15/2022         | 8/16/2021 |
| Brimo, Tina                  | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 1/16/2020 |
| Britt, Stanford R.           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/2/2020  |
| Brittain, John C.            | Research Leader (Faculty)      | WAE   | Semester        | 5/21/2022         | 6/16/2021 |
| Broderick, Katherine S       | Research Leader (Faculty)      | WAE   | Semester        | 5/21/2022         | 6/16/2021 |
| Brooks Jr., Alfred L.        | RESIDENTIAL LIFE ADVISOR       | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Brown, Baxter O              | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 10/5/2016 |
| Brown, Brenda E              | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/1/2021  |
| Brown, Hayden J.             | Student Worker                 | WAE   | Semester        | 5/21/2022         | 8/29/2021 |
| Brown, Jenell                | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2019 |
| Brown, Kymani M.             | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Brown, Leander               | Title III Budget Analyst       | TMP   | Fiscal Year     | 9/30/2022         | 3/16/2009 |
| Brown, Marie                 | Program Assistant              | TMP   | Fiscal Year     | 9/30/2022         | 1/13/2014 |
| Brown, Nancy W.              | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Brown, Paul L.               | Program Coordinator for Food S | TMP   | Fiscal Year     | 9/30/2022         | 10/1/2013 |
| Brown-Gaston, Racquel        | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Bruce, Heather               | Program Director               | TMP   | Fiscal Year     | 9/30/2023         | 10/1/2014 |
| Budenich, Christopher        | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 6/17/2013 |
| Bullock, Thomas H.           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2012 |
| Bulluck, Deja Tatyana        | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Burke, Shanae T.             | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Campbell ,Johnathan          | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/1/2016  |
| Cannon, Vonda L              | RECORDS CLERK                  | TMP   | Fiscal Year     | 9/30/2022         | 3/24/2008 |
| Carby, Dainelle S.           | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Cassoma, Claudia W.          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Catuche, Jana Christina      | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Cavanaugh, Alfred Vanderbilt | Information Technology Complia | TMP   | Fiscal Year     | 9/30/2022         | 9/30/2014 |
| Champion, Breanna M.         | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Chen, Ji                     | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/1/2021  |
| Chen, Ji                     | VISITING ASST PROFESSOR        | TMP   | Academic Year   | 8/15/2022         | 8/16/2020 |
| Chileshe, Mulenga            | WORK STUDY AIDE III            | WAE   | Semester        | 5/21/2022         | 6/14/2015 |
| Clemons, Latoya C            | Program Monitor                | TNP   | Fiscal Year     | 8/31/2022         | 2/16/2018 |
| Coachman, Breon E            | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Coffee, Yakura               | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Colburn, Matthew             | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 6/16/2017 |

| Name                           | Position Title                 | Class | Contract Length | Employee NTE Date | Hire Date  |
|--------------------------------|--------------------------------|-------|-----------------|-------------------|------------|
| Coleman, Christel E            | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 1/16/2015  |
| Colon, Luis J.                 | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Colston, Wanda Mitchener       | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/15/2012  |
| Colston, Wanda Mitchener       | Program Coordinator (Faculty)  | TMP   | Fiscal Year     | 9/30/2022         | 5/16/2012  |
| Conner, Brendan M.             | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2019  |
| Conteh, Mariama                | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Cooke, Brec                    | Legal Writer                   | TMP   | Fiscal Year     | 9/30/2024         | 9/1/2021   |
| Cooper, Gregory Dunbar         | Project Specialist for Expande | TMP   | Fiscal Year     | 9/30/2022         | 7/16/2015  |
| Correa Borbonet, Luis Alejandr | Data Analyst                   | TMP   | Fiscal Year     | 9/30/2022         | 2/2/2015   |
| Covington, Lawrence            | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2012  |
| Cox, Taevon                    | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Crenshaw, Lawrence             | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/1/2015   |
| Crim, Lawrence R.              | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2014  |
| Cross, Lauren                  | COUNSELOR                      | TMP   | Fiscal Year     | 9/30/2022         | 9/16/2019  |
| Dahal, Bishnu R                | Grant Coordinator              | TMP   | Fiscal Year     | 9/30/2022         | 8/17/2020  |
| Dajero, Sally M                | Computer Trainer               | TMP   | School Year     | 6/30/2022         | 7/1/2021   |
| Daka, Jackson                  | RECORDS CLERK                  | TMP   | Fiscal Year     | 9/30/2022         | 6/9/2008   |
| Daniels, April L               | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 2/1/2018   |
| Datcher, Alain J               | Adjunct Professor-SEIU         | WAE   | Semester        | 5/21/2022         | 8/17/2020  |
| Davenport-Covin, Dawn L        | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 7/1/2017   |
| David, Christopher G           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2014  |
| Davidson, Laura-Lee A.         | SPONSORED PROG DIR. & GRANT CO | TMP   | Fiscal Year     | 9/30/2022         | 3/18/2019  |
| Davis Jr., William A           | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 10/16/2015 |
| Davis, Lloyd                   | EDUCATION COUNSELOR            | TMP   | Fiscal Year     | 8/31/2022         | 9/1/2012   |
| Degrphenreid, Kenneth          | AUDITORIUM MANAGEMENT AIDE     | TMP   | Fiscal Year     | 9/30/2022         | 1/9/2006   |
| Dehdashtizadeh, Banafsheh      | Sr Program Coordinator         | TMP   | Fiscal Year     | 9/30/2022         | 5/18/2020  |
| Dehghanpour, Hamed             | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Demisse, Wondwosen F.          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Desmarais, Miranda N.          | Sr. Program Coordinator        | TMP   | Fiscal Year     | 9/30/2022         | 3/1/2018   |
| Devine, Thomas Michael         | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/3/2022   |
| Dickens, James C               | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/1/2018   |
| Dickens, James C               | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/1/2020   |
| Dillard, Joshua Wesley         | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |

| Name                       | Position Title                 | Class | Contract Length | Employee NTE Date | Hire Date |
|----------------------------|--------------------------------|-------|-----------------|-------------------|-----------|
| Disamb, Esther M.          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Dixon, Yasheka S.          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Djinko, Issa Abdoul Razac  | Graduate/Teaching Asst         | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Donohue, Cathy             | Supervisory Case Manager (PATH | TMP   | Fiscal Year     | 9/30/2022         | 9/1/2021  |
| Dorbor, Kanelle D.         | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Dorch, Edwina Louise       | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         |           |
| Dougall, Javar C.          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Downer, Juvani Nicholas    | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Duckett, Tarwea            | GRADUATION CLEARANCE SPECIALIS | TMP   | Fiscal Year     | 9/30/2022         | 9/28/2020 |
| Dugo, Habtamu              | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/1/2018  |
| Duncan, Brittney A.        | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Duncan, Renae P.           | Graduate/Teaching Asst         | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Dunne, Lora                | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/16/2017 |
| Dye, Stefano               | Lifeguard Manager              | TMP   | Fiscal Year     | 9/30/2022         | 6/16/2017 |
| Edwards, Celina B.         | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Edwards-Johnson, Maggie R. | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Ehsan, Md Amimul           | Research Fellow II             | TMP   | Fiscal Year     | 8/31/2022         | 2/3/2020  |
| Elliott, Jacqueline T.     | EDUCATION COUNSELOR            | TMP   | Fiscal Year     | 8/31/2022         | 9/1/2012  |
| Ellis, Robyn               | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2014 |
| Ellsberry ,Joanna          | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2017 |
| Ellsberry, Joanna          | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/18/2020 |
| Emmett, Angela             | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/1/2020  |
| Escurre Aguirre, Jorge     | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2017 |
| Escurre Aguirre, Jorge     | Adjunct Professor              | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Essack, Mohammed A         | VISITING ASST PROFESSOR        | TMP   | Academic Year   | 8/15/2022         | 8/16/2019 |
| Farahmandfar, Zeinab       | Postdoctoral Fellow II         | TMP   | Semester        | 5/21/2022         | 2/3/2020  |
| Feutmba, Arnold K          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 8/29/2021 |
| Fickling, Howard           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/16/2018 |
| Field, Carl E              | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/16/2009 |
| Fields, Melorie Y.         | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/2/2020  |
| Fiorentino, Janet Ann      | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 9/18/2017 |
| Fitzgerald, Megan E.       | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/18/2020 |
| Flowe, Norman L.           | AUDITORIUM MANAGEMENT AIDE     | TMP   | Fiscal Year     | 9/30/2022         | 7/27/2015 |
| Flowers, Angelyn           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2012 |
| Forney, Shantell D.        | OFFICE MANAGER                 | TMP   | Fiscal Year     | 9/30/2022         | 10/1/2019 |

| Name                           | Position Title            | Class | Contract Length | Employee NTE Date | Hire Date |
|--------------------------------|---------------------------|-------|-----------------|-------------------|-----------|
| Fotiyeva, Izolda               | ADJUNCT INSTRUCTOR        | WAE   | Semester        | 5/21/2022         | 10/2/2013 |
| Fowler, Kendra E.              | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Francis, Shawn K               | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Franklyn, Akeem A.             | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Fuentes, Stephanie S.          | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Garfield, Bailey S.            | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Garrett, Patricia W            | Administrative Specialist | TMP   | Fiscal Year     | 9/30/2022         | 7/16/2020 |
| Gartrell, Jacqueline           | ADJUNCT INSTRUCTOR        | WAE   | Semester        | 5/21/2022         | 7/14/2016 |
| George, Gayle                  | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 3/1/2018  |
| Getachew, Yonas                | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 9/1/2017  |
| Ghannouchi, Souheil            | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 1/2/2018  |
| Gilchrist-Rush, Janet          | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Gillespie, Gerry A             | Adjunct Professor-SEIU    | WAE   | Semester        | 5/21/2022         | 8/16/2021 |
| Gizaw, Rahel Shiferaw          | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Gray, Javorn R.                | Student Worker            | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Griffin ,John H                | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 7/18/2011 |
| Grizzle, Andrew C.             | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Grossett, Evesha S.            | Student Worker            | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Guillory, Karen Delonda        | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 6/1/2014  |
| Hacker, William                | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 8/16/2013 |
| Hall, Daniel M.                | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 4/16/2018 |
| Hall, Daniel M.                | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Hamilton, Lamon D.             | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Hamilton, Larry D              | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Hamilton, Nathania Avril Tanya | WORK STUDY AIDE III       | WAE   | Semester        | 5/21/2022         | 1/11/2021 |
| Hamlin, Charlene M.            | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 7/1/2011  |
| Hamlin, Charlene M.            | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 9/1/2017  |
| Handy, Lamont A                | Staff Assistant           | TMP   | Fiscal Year     | 9/30/2022         | 2/16/2021 |
| Hanff Jr., William A           | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 5/17/2021 |
| Hansford, Angela L.            | PROJECT ASSISTANT         | TMP   | Fiscal Year     | 8/31/2022         | 10/1/2007 |
| Hare, William                  | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 1/2/2020  |
| Harrington, Ida                | ADJUNCT PROFESSOR         | WAE   | Semester        | 5/21/2022         | 10/1/2014 |
| Harriott, Javaun L.            | Student Worker            | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Harris, Andrae D.              | Student Worker            | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Harris, Sylvia C.              | ADJUNCT INSTRUCTOR - WDLL | WAE   | Semester        | 5/21/2022         | 1/16/2018 |

| Name                         | Position Title                | Class | Contract Length | Employee NTE Date | Hire Date  |
|------------------------------|-------------------------------|-------|-----------------|-------------------|------------|
| Harris, Sylvia C.            | ADJUNCT INSTRUCTOR - WDLL     | WAE   | Semester        | 5/21/2022         | 1/3/2022   |
| Hartley, Breannah N.         | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Hassell, Aliya J.            | FINANCIAL AID COUNSELOR (Loan | TMP   | Fiscal Year     | 9/30/2022         | 4/18/2016  |
| Hendrix, Chaz F              | Student Worker                | WAE   | Semester        | 5/21/2022         | 8/29/2021  |
| Henley, Nigel                | ADJUNCT INSTRUCTOR - WDLL     | WAE   | Semester        | 5/21/2022         | 1/3/2022   |
| Henry, Chavar O.             | RESIDENTIAL LIFE ADVISOR      | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Henry, Tajera S.             | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Hernandez, Bridget S         | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 9/1/2021   |
| Hibbert, Shannell T.         | Student Worker                | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| High, Tiphannie              | DIGITAL TECHNOLOGY ASST       | TMP   | Fiscal Year     | 9/30/2022         | 1/5/2009   |
| Hines, Jeanay Carley         | Student Worker                | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Holden Jr., Herbert Lee      | EXTENSION AGENT I             | TMP   | Fiscal Year     | 9/30/2022         | 10/1/2013  |
| Holmes, Jefre T.             | ADJUNCT INSTRUCTOR - WDLL     | WAE   | Semester        | 5/21/2022         | 1/3/2022   |
| Howard, Olivia Pearl         | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Hudson, Ashley               | ADJUNCT INSTRUCTOR            | WAE   | Semester        | 5/21/2022         | 8/16/2017  |
| Hunter, Lisa                 | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 4/1/2014   |
| Huron, Amanda                | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 1/1/2013   |
| Hylton, Darryl E.            | Academic Coach                | TMP   | Fiscal Year     | 9/30/2022         | 7/16/2020  |
| Igwebuike, Chidera Kennedy   | Student Worker                | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Ijoyah, Oluwasola Aduragbemi | Student Activities Specialist | TMP   | Fiscal Year     | 9/30/2022         | 10/1/2020  |
| Issifi, Rahinatou            | Student Worker                | WAE   | Semester        | 5/21/2022         | 9/26/2021  |
| Jackson, Basil Pierre        | ADJUNCT INSTRUCTOR - WDLL     | WAE   | Semester        | 5/21/2022         | 11/16/2016 |
| Jackson, Cynthia D           | EDUCATION COUNSELOR           | TMP   | Fiscal Year     | 8/31/2022         | 4/26/2010  |
| Jackson, Frances             | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 1/2/2018   |
| Jalinous, Alidad             | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 7/1/2021   |
| James, Shakir C.             | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 1/2/2019   |
| Jefferson, Tyondra           | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 8/16/2014  |
| Jiwani, Shahzaib             | Student Worker                | WAE   | Semester        | 5/21/2022         | 8/29/2021  |
| Johnson, Shirley             | Project Assistant             | TMP   | Fiscal Year     | 8/31/2022         | 2/3/2020   |
| Jones, Charmaine Crystal     | ADJUNCT PROFESSOR             | WAE   | Semester        | 5/21/2022         | 8/16/2016  |
| Jones, Damian R.             | Asst. Sport Perform. Coach    | TMP   | Fiscal Year     | 9/30/2022         | 2/18/2020  |
| Jones, Kaydian A.            | CAREER COUNSELOR              | TMP   | Fiscal Year     | 9/30/2022         | 6/1/2020   |
| Jordan Sr., Derrick M        | Employer Outreach Coordinator | TMP   | Fiscal Year     | 9/30/2022         | 7/2/2018   |
| Jordan, Elizabeth Milla      | OFFICE MANAGER                | TMP   | Fiscal Year     | 9/30/2022         | 5/1/2018   |
| Jumper, Steven               | VISITING ASSOCIATE PROFESSOR  | TMP   | Academic Year   | 8/15/2022         | 8/17/2020  |

| Name                       | Position Title                 | Class | Contract Length | Employee NTE Date | Hire Date |
|----------------------------|--------------------------------|-------|-----------------|-------------------|-----------|
| Kabirnajafi, Mohammadmehdi | Postdoctoral Research Associat | TMP   | Fiscal Year     | 9/30/2022         | 8/3/2020  |
| Kamara, Jestina Cynthia    | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Kamara, Mohamed            | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Kanu, Alusine I            | VISITING INSTRUCTOR            | TMP   | Academic Year   | 5/15/2022         | 10/1/2021 |
| Karolyi, Kimberly A.       | Graduate/Teaching Asst         | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Kaviar, Brian G.           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Keiller, Sandra            | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 7/1/2017  |
| Keiller, Sandra            | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 6/16/2017 |
| Kelsey, Serita R.          | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Kerr, Douet S.             | Student Worker                 | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Killette, James W          | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/2/2020  |
| Kim, Yeoyeon               | VISITING INSTRUCTOR            | TMP   | Academic Year   | 8/15/2022         | 8/16/2021 |
| King, Scott                | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/1/2021  |
| Klein, Kate L.             | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 11/1/2019 |
| Krauthamer, Helene         | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/1/2021  |
| Lamb, Sandra L             | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/3/2020  |
| Lasso, Benjamin Peter      | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Le, Steven                 | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Ledbetter, Michael V.      | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Lee, James                 | Sr. Program Coordinator        | TMP   | Fiscal Year     | 9/30/2022         | 7/2/2018  |
| Lee, Steven                | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 5/16/2018 |
| Leonidas, Rachel           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/1/2017  |
| Lewter, Roblyn Phillita    | VISITING ASST PROFESSOR        | TMP   | Academic Year   | 8/15/2022         | 8/16/2021 |
| Looney, Erin C.            | Public Outreach Coordinator    | TMP   | Fiscal Year     | 9/30/2022         | 8/1/2017  |
| Lopez, Julio Alberto       | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Love, LaDonna C.           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2014 |
| Loving, Solange Kadijah    | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Mackay, Yiling D           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2019 |
| Mamo, Tewodros             | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Maness, Ladonna            | Adjunct Professor              | WAE   | Semester        | 5/21/2022         | 5/16/2017 |
| Marr, Abbey Jayne          | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2017 |
| Marsh, Anthony W.          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 2/1/2015  |
| Marshall, Xavier R. T.     | Student Worker                 | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Martin, Glacia R.          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Mason Jr., Ronald F.       | PRESIDENT                      | TERM  | Contract        | 6/30/2023         | 7/6/2015  |
| Maxwell, Darrell Lee       | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 9/1/2014  |

| Name                           | Position Title                 | Class | Contract Length | Employee NTE Date | Hire Date  |
|--------------------------------|--------------------------------|-------|-----------------|-------------------|------------|
| Mbakop, Richard                | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2013  |
| Mbenga, Mbachur                | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| McAfee, Cheryl                 | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 2/16/2015  |
| McClain, Jerry                 | Ambassador                     | TMP   | Fiscal Year     | 9/30/2022         | 9/16/2021  |
| Mead, Mary K                   | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 5/16/2016  |
| Mediko Gonzalez, Lidia A.      | Student Worker                 | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Mengesha, Betelhiem Nigussie   | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Mercelina, Daniel M.           | Bodywise Specialist            | TMP   | Fiscal Year     | 9/30/2021         | 1/1/2017   |
| Meus, A'Lisa L.                | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Meybatyan, Silva               | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/17/2021  |
| Miller, Matthew Lee            | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Mohamed, Ahmed                 | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/16/2017  |
| Mohammed, Raid A.              | Student Worker                 | WAE   | Semester        | 5/21/2022         | 8/29/2021  |
| Molero Arias, Rebeca A.        | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Momplaisir, Hans               | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/1/2013   |
| Moody-Villarose, Larasz Alexan | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2018  |
| Moore, Novitska T.             | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Moore, Virginia                | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 8/17/2019  |
| Morgan, Derek R.               | AUDITORIUM MANAGEMENT AIDE     | TMP   | Fiscal Year     | 9/30/2022         | 3/7/2016   |
| Morgan, Jamelia Natasha        | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2016  |
| Morgan, Keith V                | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/3/2022   |
| Morin, Laurie A                | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/1/2017   |
| Mouaffo Teumo, Hyppolite       | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 3/1/2018   |
| Mouchtahi, Ayoub               | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Muhammad, Cynthia              | Grants Management Specialist   | TMP   | Fiscal Year     | 9/30/2022         | 7/1/2020   |
| Muhammad, Olonda Kenya         | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 9/3/2007   |
| Muir, Allan A.                 | Student Worker                 | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Musa, Mohamed K                | Computer Trainer               | TMP   | School Year     | 6/30/2022         | 7/1/2021   |
| Mutunga, Eva M.                | Postdoctoral Research Associat | TMP   | Fiscal Year     | 9/30/2022         | 10/16/2020 |
| Nance, Amelia L                | Case Manager (POWER)           | TMP   | Fiscal Year     | 9/30/2022         | 11/16/2021 |
| Narkar, Anuradha               | Tutor Assistant                | TMP   | Semester        | 5/21/2022         | 6/16/2021  |
| Nevhudzholi, Muano             | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Newby, Aliya A.                | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Newman, Devan A.               | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Newman, Megan Cunnion          | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/21/2017  |

| Name                     | Position Title             | Class | Contract Length | Employee NTE Date | Hire Date  |
|--------------------------|----------------------------|-------|-----------------|-------------------|------------|
| Niles, Jonathan S        | CAREER COUNSELOR           | TMP   | Fiscal Year     | 2/15/2022         | 9/16/2020  |
| No Ra, Prince            | TECH DIR BUILDING MGR      | TMP   | Fiscal Year     | 9/30/2022         | 10/1/2007  |
| Nwabukwu, George F.      | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 10/16/2012 |
| Nyan, Binta R.           | Student Worker             | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Ochoa Espitia, Jhon E.   | Student Worker             | WAE   | Semester        | 5/21/2022         | 1/11/2021  |
| Ojumu, Mercy B.          | Family Nurse Practitioner  | TMP   | Fiscal Year     | 9/30/2022         | 5/1/2017   |
| Okiyi,Kanaetochi I.      | Student Worker             | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Okur, Omer R.            | Student Worker             | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Olajuyigbe, Bolanle G    | VISITING ASST PROFESSOR    | TMP   | Academic Year   | 8/15/2022         | 8/16/2020  |
| Olaniyi, Michael         | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 8/16/2021  |
| Oliver, Anike I          | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 9/1/2021   |
| Onkeles-Klein, Lauren M. | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 7/17/2017  |
| Onyia, Kosiso            | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 1/3/2022   |
| Orr, Oshane J.           | Student Worker             | WAE   | Semester        | 5/21/2022         | 1/11/2021  |
| Osbourne, Emily B        | Student Worker             | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Owoundi, Jennifer Mbiana | Student Worker             | WAE   | Semester        | 5/21/2022         | 8/29/2021  |
| Padgett, Callie Mae      | ADJUNCT INSTRUCTOR - WDLL  | WAE   | Semester        | 5/21/2022         | 7/2/2012   |
| Palleschi ,Amanda        | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 9/1/2017   |
| Parker Jr., James F.     | AUDITORIUM MANAGEMENT AIDE | TMP   | Fiscal Year     | 9/30/2022         | 8/15/2005  |
| Parker, Joanna           | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 9/1/2018   |
| Parker, Joanna           | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 7/1/2021   |
| Parn, Simone             | Graduate/Teaching Asst     | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Parnell, Chevell C.      | Student Worker             | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Payne, Alfreda H         | ADJUNCT INSTRUCTOR - WDLL  | WAE   | Semester        | 5/21/2022         | 8/16/2014  |
| Perkins, Pamela S.       | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 1/3/2022   |
| Perry, Justin B          | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 1/3/2022   |
| Philips ,Jamelia S.      | EDUCATION COUNSELOR        | TMP   | Fiscal Year     | 8/31/2022         | 2/19/2019  |
| Platz, Val J.            | Lifeguard Manager          | TMP   | Fiscal Year     | 9/30/2019         | 10/1/2013  |
| Pollock, Fendian Asantel | Student Worker             | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Posey, Isadora J         | ADJUNCT PROFESSOR          | WAE   | Semester        | 5/21/2022         | 5/15/2012  |
| Powell, Bjorn Wayne      | Student Worker             | WAE   | Semester        | 5/21/2022         | 12/6/2021  |
| Powell, Torian Karise    | Student Worker             | WAE   | Semester        | 5/21/2022         | 12/6/2021  |
| Preller, Evan Michael    | Student Worker             | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Price, Brittany Keyona   | Student Worker             | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Pryce, Okevia S.         | Student Worker             | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Purvis, Mark T.          | ADJUNCT INSTRUCTOR - WDLL  | WAE   | Semester        | 5/21/2022         | 1/2/2020   |
| Pyakuryal, Anil          | ADJUNCT INSTRUCTOR         | WAE   | Semester        | 5/21/2022         | 8/16/2018  |

| Name                           | Position Title                 | Class | Contract Length | Employee NTE Date | Hire Date |
|--------------------------------|--------------------------------|-------|-----------------|-------------------|-----------|
| Quinn, Mae C                   | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Rahman, Shameema Akter         | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2016 |
| Ramirez-Rochac, Juan F.        | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Ramsay, Victorana              | Student Worker                 | WAE   | Semester        | 5/21/2022         | 7/27/2015 |
| Redden, Karen M.               | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2012 |
| Regassa, Moges T               | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Richards, Soyini A.            | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/2/2020  |
| Rios, Jaime E                  | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Roberts, Sabrina Michelle      | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Robinson, Anita M.             | Adjunct Professor              | WAE   | Semester        | 5/21/2022         | 8/1/2017  |
| Robinson, Anita M.             | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 5/16/2018 |
| Robinson, Danielle A.          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Robinson, Gavin I.             | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Robinson, Talib J              | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Rodney, Rajay N.               | Student Worker                 | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Rogers, Hattie M               | HUMAN RESOURCES SPEC EMP BEN   | WAE   | Semester        | 5/21/2022         | 1/2/2019  |
| ROLLE, VENOLA M                | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2019 |
| Rollins-Lamar, Nicole A        | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2016 |
| Rose, Malique T.               | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Rose, Shanise A.               | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Ross, Coretta                  | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 1/16/2015 |
| Salaita, Diana H.              | SEVIS & Int'l Student Svcs & I | TMP   | Fiscal Year     | 9/30/2022         | 1/16/2019 |
| Sammonds, Andrew C.            | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Sanchez Guerrero, Pablo Edil B | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2019 |
| Sanchez Guerrero, Pablo Edil B | Laboratory Engineer            | TMP   | Fiscal Year     | 9/30/2022         | 11/1/2015 |
| Sanya, Mojisola                | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 7/16/2016 |
| Savadkoohi, Marzieh            | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Schweitzer, Brandon L          | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 7/1/2021  |
| Scott, Cynthia Wiseman         | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/16/2016 |
| Shaban, Hanney H.              | Adjunct Professor-SEIU         | WAE   | Semester        | 5/21/2022         | 1/3/2022  |
| Shahirinia, Amir Hossein       | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/17/2019 |
| Shaw, James B.                 | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2012 |
| Sheffner, Daniel J.            | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2017 |
| Shin, Donghyeok                | Student Worker                 | WAE   | Semester        | 5/21/2022         | 8/22/2016 |
| Shirley, Talejha G.            | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Shockley, Ebony Terrell        | ADJUNCT INSTRUCTOR             | WAE   | Semester        | 5/21/2022         | 10/1/2021 |
| Sidi M'hamed, Brahim S.        | Student Worker                 | WAE   | Semester        | 5/21/2022         | 5/16/2016 |

| Name                      | Position Title                  | Class | Contract Length | Employee NTE Date | Hire Date  |
|---------------------------|---------------------------------|-------|-----------------|-------------------|------------|
| Simmons, Dantrell LeShawn | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 8/16/2016  |
| Smallwood, Danielle Dane  | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Smith, Jonathan           | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 5/16/2018  |
| Son, Iana                 | ADJUNCT INSTRUCTOR - WDLL       | WAE   | Semester        | 5/21/2022         | 9/1/2016   |
| Song, Xueqing             | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 7/16/2015  |
| Stallworth, Stefani A.    | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 1/1/2014   |
| Standifer, Milfred L      | LAB TECH                        | TMP   | Fiscal Year     | 9/30/2022         | 9/1/2010   |
| Stewart, Gissan O.        | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Stewart, Odain J.         | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Stone, Kenyon Marcellis   | Student Worker                  | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Stubbs, Quentin A         | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 8/16/2016  |
| Suh, Pius K.              | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Sumbry ,Diallo            | PROGRAM COORDINATOR             | TMP   | Fiscal Year     | 9/30/2022         | 9/1/2012   |
| Sun, Quan                 | Postdoctoral Research Associate | TMP   | Fiscal Year     | 9/30/2022         | 9/16/2021  |
| Sutton, Charles M         | Director                        | TMP   | Fiscal Year     | 9/30/2022         | 9/16/2021  |
| Tadesse, Melak            | ADJUNCT INSTRUCTOR - WDLL       | WAE   | Semester        | 5/21/2022         | 6/16/2017  |
| Tanoe, Vincent            | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 1/16/2017  |
| Taylor, Alexie D.         | Student Worker                  | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Taylor, Ivan              | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Taylor, Rodneycia         | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Teeter, Nigeria U         | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Tefera, Kidus D.          | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Tefera, Sebhat            | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 1/16/2014  |
| Tennessee, Paul N.        | VISITING ASST PROFESSOR         | TMP   | Academic Year   | 8/15/2022         | 8/16/2021  |
| Thomas, Kimberly          | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 1/2/2020   |
| Thomas, Seema M.          | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 1/2/2020   |
| Thomas, Seema M.          | Adjunct Professor-SEIU          | WAE   | Semester        | 5/21/2022         | 8/17/2020  |
| Thompson, Sharita J       | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 6/1/2020   |
| Thompson, Tyreek C.       | Student Worker                  | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Thompson-Pelham, Iris     | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Toliver, Jayla L          | RESIDENTIAL LIFE ADVISOR        | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Toma, Sofia               | Case Manager (POWER)            | TMP   | Fiscal Year     | 9/30/2022         | 11/16/2021 |
| Torres, Josue             | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 1/2/2019   |
| Traore, Ousmane           | Student Worker                  | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Tressler, Nikolaus        | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 8/16/2016  |
| Turpin, Cherie A          | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 7/1/2021   |
| Tuttle, Kimberly R.       | ADJUNCT PROFESSOR               | WAE   | Semester        | 5/21/2022         | 8/16/2019  |

| Name                           | Position Title                 | Class | Contract Length | Employee NTE Date | Hire Date  |
|--------------------------------|--------------------------------|-------|-----------------|-------------------|------------|
| Uhomoibhi, Oserefuamen Trinita | Graduate/Teaching Asst         | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Valentine, August              | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Vasquez, Abe                   | VISITING ASST PROFESSOR        | TMP   | Academic Year   | 8/15/2022         | 8/16/2021  |
| Vasquez, Hernan                | Research Asst (Student)        | WAE   | Semester        | 5/21/2022         | 2/1/2015   |
| Vasquez, Jorge                 | Tutor Assistant                | TMP   | Semester        | 5/21/2022         | 3/1/2021   |
| Veasley, Quintin M.            | DIRECTOR                       | TMP   | Fiscal Year     | 9/30/2022         | 8/16/2019  |
| Velazquez, Carlos L.           | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Walker, Charles E.             | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 5/16/2019  |
| Walker, Dontae O.              | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Walker, Joseph Jorel           | AUDITORIUM MANAGEMENT AIDE     | TMP   | Fiscal Year     | 9/30/2022         | 8/1/2016   |
| Walker, Joyce D.               | Program Coordinator            | TMP   | Fiscal Year     | 9/30/2022         | 5/16/2019  |
| Walker, TaiZeree' A.           | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Walters, Toni G                | VISITING ASST PROFESSOR        | TMP   | Academic Year   | 8/15/2022         | 8/16/2021  |
| Waqar, Zafar                   | Lab Engineer                   | TMP   | Fiscal Year     | 9/30/2022         | 11/2/2020  |
| Wardrick, Zahra Cleola         | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Washington, Milan L            | Student Worker                 | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Watson, Jermel A.              | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Watts, Walter David            | Adjunct Professor-SEIU         | WAE   | Semester        | 5/21/2022         | 1/3/2022   |
| Wawa, Songo A.R.               | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Weisberger, Avram              | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/1/2017   |
| Weitman, Cassidy P.            | Program Coordinator of Snap Ed | TMP   | Fiscal Year     | 9/30/2022         | 1/2/2020   |
| West, Davian T.                | Graduate/Teaching Asst         | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| West, Shabre Nashay            | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Wheet, Thomas L.               | Logistics and Research         | TMP   | Fiscal Year     | 9/30/2022         | 8/16/2019  |
| Wilder, Edwin H.               | Adjunct Professor-SEIU         | WAE   | Semester        | 5/21/2022         | 7/16/2021  |
| Williams, Clarissa J           | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 8/16/2016  |
| Williams, Diane Ellen          | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 8/16/2018  |
| Williams, Jason L.             | ADULT LITERACY/GED INSTRUCTOR  | TMP   | Fiscal Year     | 9/30/2022         | 10/1/2009  |
| Williams, Nailah A.            | Interim V, Enrollment Svc.     | TMP   | Fiscal Year     | 9/30/2022         | 11/16/2007 |
| Williams, Ronda                | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 9/16/2013  |
| Williams, Sharon               | Customer Service Specialist    | TMP   | Fiscal Year     | 9/30/2022         | 10/1/2015  |
| Williams, Tracie               | ADJUNCT INSTRUCTOR - WDLL      | WAE   | Semester        | 5/21/2022         | 1/16/2016  |
| Wilson, Javel Ricardo          | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Wilson, Najee                  | RESIDENTIAL LIFE ADVISOR       | WAE   | Semester        | 5/21/2022         | 12/5/2021  |
| Wilson, Oshin J.               | Student Worker                 | WAE   | Semester        | 5/21/2022         | 1/16/2022  |
| Wimbish, Alicia V.             | ADJUNCT PROFESSOR              | WAE   | Semester        | 5/21/2022         | 1/1/2018   |

| Name                       | Position Title           | Class | Contract Length | Employee NTE Date | Hire Date |
|----------------------------|--------------------------|-------|-----------------|-------------------|-----------|
| Wright, Alliah K.          | RESIDENTIAL LIFE ADVISOR | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Wylie, Dorshka             | ADJUNCT INSTRUCTOR       | WAE   | Semester        | 5/21/2022         | 1/2/2018  |
| Wynn, Jacob Daniel         | Student Worker           | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Yankey ,Nicholas E.        | Student Worker           | WAE   | Semester        | 5/21/2022         | 12/5/2021 |
| Yates, Antoria Alexis      | Student Worker           | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Yepez, Grace Elishah       | Student Worker           | WAE   | Semester        | 5/21/2022         | 1/16/2022 |
| Young, Takeyah             | ADJUNCT PROFESSOR        | WAE   | Semester        | 5/21/2022         | 6/16/2016 |
| Young, Takeyah             | ADJUNCT PROFESSOR        | WAE   | Semester        | 5/21/2022         | 2/16/2016 |
| Zaccheus, Olusola Omowunmi | ADJUNCT PROFESSOR        | WAE   | Semester        | 5/21/2022         | 11/1/2016 |
| Zaccheus, Olusola Omowunmi | ADJUNCT PROFESSOR        | WAE   | Semester        | 5/21/2022         | 5/16/2019 |
| Zalman, Richard Gordon     | PROJECT SPECIALIST       | TMP   | Fiscal Year     | 9/30/2022         | 5/1/2019  |
| Zhao, Shuo                 | ADJUNCT INSTRUCTOR       | WAE   | Semester        | 5/21/2022         | 1/1/2013  |

31. What efforts has your agency made in the past year to increase transparency? Explain.

**Response:** UDC is committed to transparency and took several steps during fiscal year 2021 to increase its transparency with regard to its students, faculty/staff, and the community. Specifically, during fiscal year 2021, UDC: 1) appointed a new Vice President of Marketing and Communications; 2) expanded the number of faculty, staff and administrators on the COVID-19 Task Force; 3) launched a COVID-19 newsletter and supplemental notices to share critical updates with the UDC community; 4) hosted monthly COVID-19 focused town hall meetings, which are open to the public, to share updates and provide a platform for questions and answers and community engagement; 5) held quarterly community meetings to facilitate stronger connections with the Forest Hills neighborhood; 6) regularly attended Advisory Neighborhood Commission meetings and other public meetings/events; 7) expanded its presence in the Ward 8 community, meeting regularly with community influencers and attending various events East of the River; and 8) regularly permitted various entities in the Forest Hills community to use our Van Ness campus for community events.

In addition to the efforts enumerated above, UDC's Office of Marketing and Communication shared information across multiple distribution outlets, including email communications, UDC's social media channels, the UDC-TV cable station, and media releases. All information is located and accessible on the University's website ([www.udc.edu](http://www.udc.edu)). The University also created a dedicated COVID-19 webpage ([www.udc.edu/rise](http://www.udc.edu/rise)), and all COVID-19-related messages are housed there and accessible to the public. All of the monthly COVID-19 town hall meetings are recorded and archived on that website, as well as shared via email.

Further, President Mason, the Chief of Staff/Senior Vice President, the Chief Academic Officer, the Chief of Student Development and Success, and the Chief Operating Officer all participate in the Board of Trustees' quarterly committee and full Board meetings, as well as regular staff meetings and University-wide town halls. The aforementioned individuals also meet with various student, faculty, and community groups. The Office of the Chief Academic Officer (CAO) also met quarterly with all of the units that report to the CAO's Office, biweekly with the Deans Council, once each semester with the collective faculty, once each semester with faculty and staff in the academic colleges and schools, and monthly with the Faculty

Senate to report publicly on academic updates, new initiatives, policy decisions, or efforts being developed to support, advance, or sustain the mission, learning outcomes, contractual agreements, and accreditation requirements

32. What efforts will your agency be making to increase transparency? Explain.

**Response:** In addition to continuing the activities mentioned in our response to Question 31, UDC plans to take the following steps to increase transparency this year. First, a digital newsletter highlighting timely University news, updates, and events will launch in spring 2022. The newsletter will be disseminated by email to University constituents and any members of the public who opt into the mailing list. All newsletters and related content will be available and archived on the University's website. Second, the Office of the Chief Academic Officer will launch its own monthly newsletter entitled, "From the CAO: News and Views You Can Use," in order to report consistently on the critical academic and research news, issues, accomplishments, and outcomes occurring at the University. Third, the Office of Marketing and Communication is exploring a website redesign and content overhaul that would begin this fiscal year. The redesign would provide expanded opportunities to enhance the user experience in accessing University information and improve SEO. Finally, the Office of the General Counsel will work to increase the visibility of policies and procedures that pertain to external stakeholders on the University's website.

33. Please identify any legislative requirements that your agency lacks sufficient resources to properly implement. Explain.

**Response:** Per D.C. Official Code §§38-1202.01 and 38-1202.06, the University and its Board of Trustees are charged with providing a post-secondary education "consisting of, but not limited to, 2 major components, liberal and fine arts and vocational and technical education," as well as "[o]perat[ing] a public law school component". Additionally, pursuant to D.C. Official Code §38-1208.02, the Council "establishes an Office of Vocational Education and Skills Training under the President of the University of the District of Columbia," which "shall be responsible for the oversight and coordination of all government-sponsored vocational education, adult apprenticeship, and workforce skills training performed by UDC and DCPS." Given these charges, the University needs sufficient and adequate funding – both operating and capital – to implement them properly but lacks such funding. Thus, the University needs a consistent infusion of both operating and capital funds each fiscal year throughout the fiscal year 2023-2026 financial plan.

34. Please identify any statutory or regulatory impediments to your agency's operations.

**Response:** The DCMR currently requires that the University issue paper communications and balloting for the Alumni Trustee election, which takes place every five years, but this process is costly and could easily be done through an electronic process. Thus, the University is exploring modifying this requirement to allow for electronic communications, as well as paper balloting when necessary, since doing so would produce a cost-savings to the University. If the University is to pursue this change to the DCMR, it would require approval by UDC's Board of Trustees.

35. Did your agency receive any FOIA requests in fiscal year 2021? If yes, did the agency file a report of FOIA disclosure activities with the Secretary of the District of Columbia? If available, please provide a copy of that report as an attachment. Also state here the total cost incurred by your agency for each fiscal year 2020, 2021, and 2022 (as of January 31) related to FOIA.

**Response:** UDC did receive Freedom of Information Act (FOIA) requests in fiscal year 2021 and did file a FOIA report, which is included as attachment #5.

The total costs incurred by UDC related to FOIA for fiscal years 2020, 2021, and 2022 (as of January 31) was greater than \$500, greater than \$1,000, and greater than \$30, respectively.

36. For purposes CBE agency compliance purposes, what is your agency's current adjusted expendable budget; how much has been spent with SBEs; and what percent of your agency's expendable budget was spent with SBEs? Further, where SBEs were not available, how much has been spent with CBEs, and what percent of CBE spending, relative to your current expendable budget? How many CBE waivers (including dollar amount) did the agency submit? What efforts has the agency taken to reduce the number of CBE waivers submitted? What is the CBE spending goal for your agency per the DSLBD SBE Opportunities Guide (Green book)? Give this answer for fiscal years 2020, 2021, and 2022 (through January 31).

**Response:** The University's Office of Contracting and Procurement is committed to ensuring the success of the Certified Business Enterprise (CBE) program and is continually educating and equipping the University's community with the tools necessary to utilize the CBE Market. The University has implemented a CBE awareness program as part of its professional development training to promote SBE/CBE procurements by contract specialists, end-users, cardholders, and support staff. This awareness program provides instruction on how to identify CBE suppliers – through commodity lookups on the Department of Small and Local Business Development's (DSLBD) CBE database and through the D.C. Supply Schedule – and clarifies the University's sourcing requirements under District law. Moreover, the Office of Contracting and Procurement audits transactions for compliance and implements additional training requirements or corrective action as necessary.

The table below includes the requested information for fiscal years 2020, 2021, and 2022 (through January 31).

|   | FY2020          | FY2021           | FY2022 (As of Q1) |
|---|-----------------|------------------|-------------------|
| Adjusted Expendable Budget                        | \$38,808,839.60 | \$27,620,474.98* | \$43,423,514.22*  |
| SBE Expenditures                                  | \$23,803,808.23 | \$20,295,614.71* | \$1,549,990.68    |
| SBE Expenditures, Percentage of Expendable Budget | 61.34%          | 73.48%           | 3.57%*            |
| CBE Expenditures                                  | \$385,286.69    | \$181,965.97*    | \$523,191.66      |

|   | FY2020          | FY2021           | FY2022 (As of Q1)      |
|---|-----------------|------------------|------------------------|
| CBE Expenditures, Percentage of Expendable Budget   | 1.01%           | 1.32%*           | 2.41%*                 |
| Number of CBE Waivers   | 1               | 4**              | 0**                    |
| Dollar Amount of CBE Waivers  | \$2,465,041.00  | \$1,511,707.00** | \$0.00**               |
| CBE Spending Goal per DSLBD – Revised/Approved  | \$19,040,419.80 | \$13,810,237.49* | Pending DSLBD Approval |
| CBE Spending Goal per DSLBD- Green Book   | \$32,295,485.00 | \$22,002,369.00  | \$21,711,757.00        |
| <p>*Amounts Pending DSLBD Approval – Capital Rollover Funds and Additional Exclusions</p> <p>** The University was unable to submit waivers due to non-functionality of the DSLBD DES Waiver System</p> |                 |                  |                        |

37. Please provide, as an attachment, a copy of your agency's current annual performance plan as submitted to the Office of the City Administrator.

**Response:** Please see attachment #6.

38. (a) What are your agency's key performance indicators and what has been your agency's performance (for each of these KPIs) in fiscal year (or calendar year) 2020, 2021, and 2022 (through the first quarter).

**Response:** Below are the “big picture” KPIs that the University consistently measures and tracks each year. Please note that these KPIs may differ from the ones included in UDC's annual performance plan, as the KPIs included in that plan are more nuanced targets that assist the University in meeting the overall KPIs that are depicted below.

#### UDC KPI Targets

|   | FY2020 | FY2021 | FY2022 |
|---|--------|--------|--------|
| <b>Enrollment</b>                             | 4,679  | 4,000  | 3,750  |
| <b>Completer</b>                              | 849    | 849    | 750    |
| <b>Workforce<br/>Certificates<br/>Awarded</b> | 1,450  | 800    | 500    |

## UDC KPI Actuals

|   | FY2020* | FY2021** | FY2022<br>(Through Q1) |
|---|---------|----------|------------------------|
| <b>Enrollment</b>                             | 4,456   | 3,953    | 3,476 <sup>1</sup>     |
| <b>Completer</b>                              | 839     | 761      | 750                    |
| <b>Workforce<br/>Certificates<br/>Awarded</b> | 517     | 291      | 500                    |

\*UDC was greatly impacted by the COVID-19 pandemic, as all courses were moved to online learning platforms in the middle of fiscal year 2020.

\*\*The University continued to experience impacts from the COVID-19 pandemic.

(b) What KPIs have been dropped (or changed) since 2020? List each specifically and explain why it was dropped or changed.

**Response:** None

39. What are your top five priorities for the agency? Please provide a detailed explanation for how the agency achieved or worked toward these priorities in fiscal years 2021 and 2022.

**Response:** UDC's top five priorities, which are in alignment with our *Equity Imperative* goals are: 1) Continuing work on our Seamless Pathways; 2) Focusing on strategic alignment with DCPS/DCPC/DC Government agencies; 3) Increasing Enrollment; 4) Increasing UDC Credentials; and 5) Establishing the DAWN Initiative. We briefly discuss each below.

### 1) Seamless Pathways

The Academy continued the academic planning and redesign process in fiscal year 2021. The academic redesigning processes included the plan for building and expanding the seamless pathways from workforce, AA/AS and BA/BS programs. This year the university is focused on increasing the number of pathway programs.

### 2. DCPS/DCPCS/DC Government Partnerships

The University is focusing on its strategic alignment with DC Public Schools (DCPS), DC Public Charter Schools (DCPCS), and DC government Agencies. These partnerships will focus on creating seamless processes so that UDC can effectively and proactively offer educational opportunities for DC residents. As such, during fiscal year 2021 and continuing in fiscal year 2022, UDC is a member of the DC government Education Cluster and meet regularly with cluster agencies. Additionally, the University has signed a memorandum of understanding (MOU) with DCPS, as well as with the District Department of Energy and the Environment (DOEE), to develop an early college at Anacostia High School. In furtherance of this goal, UDC staff meets regularly with both DCPS and DOEE staff to identify and solve bureaucratic obstacles to cooperation.

Looking forward to fiscal year 2022 and beyond, the University is working with DCPS central office, KIPP public charter schools, Wilson High School, and Anacostia High

School to plan a Teacher Training Institute. The University is also considering how it could work with the District’s Department of Human Resources (DCHR) to provide continuing education opportunities for DC government employees. Further, the University will continue to build stronger relationships within District government, with the Mayor (who spoke at UDC’s Founders’ Day 2022 celebration), and the Council. All of the efforts in both fiscal years 2021 and 2022 aim to increase DC residents’ access to higher education.

### 3. **Increase Enrollment**

See our responses to questions 43 and 44 for a detailed description of the enrollment-related initiatives that the University undertook in fiscal year 2021 and plan to take in fiscal year 2022 and beyond. As the University continues to better understand its market and student needs, it is focusing on transfer students, part-time students, and generally expanding its efforts beyond the “traditional” first-time in college, full-time students.

### 4. **Increase the Number of UDC Credentials Awarded**

This priority speaks to both retention and the number of students who graduate from either the Community College, four-year institution, and law school, as well as the number of individuals who earn a workforce certification. Additionally, this priority refers to intermediate credentials beyond traditional degrees and the University’s goal to create seamless pathways with multiple credentials and multiple on- and off-ramps. For a more detailed description of the University’s work in all of these areas, please see our responses to questions 48-52.

### 5. **DAWN Initiatives**

In fiscal year 2021 the University created the foundation for its DAWN (Developing America’s Workforce Nucleus) initiative. This initiative’s mission is to “create a sustainable pipeline of domestic, diverse, business-ready STEM and entrepreneurship-ready talent, at all levels of the workforce, to propel America’s economic engine into the future”. During fiscal year 2022, the University plans to build the personnel and financial infrastructure required to establish the programmatic goals and objectives for DAWN.

40. Please provide a list of the University’s collective bargaining agreements (CBA), including the name of the union, the total number of employees covered by the CBA, a description of the employees’ duties covered by the CBA (e.g. “maintenance workers” or “faculty”), and the length of the CBA. For each CBA that has expired or will expire in FY 2021 or FY 2022, provide a timeline, including the date for commencement of the bargaining process.

#### **Response:**

|   |  |
|---|--|
| American Federation of State, County and Municipal Employees (ASFCME) District Council 20, Local 2087 | Total number of positions covered by the bargaining unit is 249. Local 2087 represents full-time, non-faculty, non-grant funded, continuing employees (i.e. administrative and maintenance positions, special police, educational and career service positions). |
|---|--|

|   |   |
|---|---|
|   | <p>Length of the Collective Bargaining Agreement (CBA) - There are two components of the ASFCME CBA: 1) compensation; and 2) working conditions. The current compensation CBA between the District and Compensation Units 1 and 2 is effective October 1, 2017-September 30, 2021. This CBA is currently in negotiation by and through the Office of Labor Relations and Collective Bargaining (OLRCB), and UDC is being kept abreast of the bargaining status.</p> <p>The working conditions CBA is negotiated between the University and AFSCME District Council 20, Local 2087. It was effective from October 1, 2016-September 30, 2019. AFSCME is in active negotiations with the District on the compensation for Compensation Units 1 and 2. The bargaining on working conditions will follow.</p> |
| Faculty Association/NEA - (UDCFA/NEA)                       | <p>Total number of positions covered by the bargaining unit is 186. UDCFA/NEA represents full-time continuing faculty, excluding faculty at the David A. Clarke School of Law.</p> <p>Length of the CBA: The Eighth (8<sup>th</sup>) Master Agreement is effective from October 1, 2016–September 30, 2022. Negotiations between the parties began on January 28, 2022.</p>   |
| Service Employees International Union (SEIU) Local 500, CtW | <p>Total number of positions covered by the bargaining unit varies each semester and has ranged between 195 to 210 per semester. Local 500 represents adjunct faculty but excludes adjunct faculty who teach at the David A. Clarke School of Law, employees covered by other bargaining units, and full-time staff whose primary responsibility is not teaching.</p> <p>Length of the CBA: The CBA is effective from October 1, 2019-September 30, 2022. The University's negotiation team has been selected, and the parties are in the process of commencing negotiations. UDC hopes to begin negotiations at the end of March,/beginning of April.</p>  |

41. Please describe initiatives UDC implemented within FY 2021 and FY 2022 to improve the internal operation of the University or the interaction of the University with outside parties. Please describe the results, or expected results, of each initiative.

**Response:** During fiscal year 2021, the University undertook the following actions to improve the internal operations of the University or interaction of the University with outside parties:

- Expanded or upgraded personnel skill in key areas: The University hired both a new Vice President (VP) for Marketing and Communications and a new VP for Information Systems. The new VP for Marketing and Communications is a new role, and through this role, the University hopes to gain brand improvement, improved visibility, increased enrollment through better marketing, enhanced social media use and metrics, and improved internal communications. With regard to the new VP for Information Systems, the University has gained an individual with cyber security expertise and an upgrade in Information Systems skills. Moreover, the University believes the new VP will lead us in making efficient license and software purchases, as well as upgrading Banner (UDC's financial system).
- Continued modernization of the student recruitment and admissions processes: In July 2021, UDC, in partnership with Blackboard, Inc., launched a 24/7, 365-day student call center. This call center allows students to call, email, or engage in live online chat and provides support for admission, academic advising, financial aid, records, registration, and student accounts.
- Established a low health risk, high tech learning center: This center allowed for learning to continue despite the COVID-19 pandemic.
- Enhanced ability of President Mason to engage with both UDC community and external stakeholders: An Executive Assistant/scheduler was hired for the Office of the President. This provided President Mason with more time to engage both internally and externally, as it afforded him the time that he generally spent on scheduling his own calendar to these various endeavors.
- Greater UDC visibility externally: During fiscal year 2021, the University re-established its community task force meetings. Additionally, in furtherance of better relationships with the business community, President Mason joined the Federal City Council Board and is on the Greater Washington Partnership Leadership Council. Moreover, he is also serving as the Chair of the Consortium of Universities Audit Committee and is Chair-elect of the Consortium's Board.

42. Please provide the enrollment data for the University, beginning with academic year 2010-2011, broken down into the following categories: a) Law School; b) graduate; c) undergraduate; d) Community College; and e) workforce development.

**Response:** The two tables below present the requested enrollment data. Please note that our enrollment for undergraduate, graduate, the David A. Clarke School of Law, and the academic portion of the Community College (i.e. the credit-bearing arm) is from the fall semester of that particular academic year. For example, the Fall 2011 data represents the enrollment data from the fall semester of the 2011-2012 Academic Year. However, our Workforce Development enrollment is based on the fiscal year, not the academic year, so that enrollment data is based on the entire fiscal year and not just one semester. Additionally, the University locks enrollment after the sixth week of classes for each semester, so the data reflected below is of that point in time.

| Students      | Fall 2011    | Fall 2012    | Fall 2013    | Fall 2014    | Fall 2015    | Fall 2016    | Fall 2017    | Fall 2018    | Fall 2019    | Fall 2020    | Fall 2021    |
|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Undergraduate | 2,129        | 2,019        | 2,026        | 1,959        | 2,124        | 2,051        | 2,009        | 1,957        | 1,938        | 1,791        | 1,603        |
| Graduate      | 263          | 253          | 299          | 312          | 320          | 368          | 388          | 377          | 371          | 340          | 289          |
| Law School    | 365          | 380          | 344          | 315          | 313          | 286          | 280          | 256          | 257          | 228          | 240          |
| UDC-CC        | 2,529        | 2,838        | 2,686        | 2,532        | 2,361        | 1,899        | 1,850        | 1,910        | 1,890        | 1,594        | 1,344        |
| <b>Total</b>  | <b>5,286</b> | <b>5,490</b> | <b>5,355</b> | <b>5,118</b> | <b>5,118</b> | <b>4,604</b> | <b>4,527</b> | <b>4,500</b> | <b>4,456</b> | <b>3,953</b> | <b>3,476</b> |

| Fiscal Year           | FY 2011 | FY 2012 | FY 2013 | FY 2014 | FY 2015 | FY 2016 | FY 2017 | FY 2018 | FY 2019 | FY 2020 | FY 2021 |
|-----------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Workforce Development | 1,670   | 3,096   | 2,878   | 2,052   | 1,775   | 2,460   | 2,181   | 2,168   | 2,472   | 1,347   | 1,105   |

43. What steps has the University taken to increase enrollment over the past two academic years? Why have these actions not been more successful?

**Response:** The University has employed several measures aimed at improving its enrollment, as discussed in the University's responses last year, and prior to the COVID-19 pandemic, these measures were working. These three tables demonstrate both a growth in the number of applications that the University received and the number of students who registered for classes.

| Fall 2017             |              |             |
|-----------------------|--------------|-------------|
| Category              | Applications | Registered  |
| First Time in College | 2450         | 445         |
| Transfer/2nd Degree   | 779          | 230         |
| International         | 164          | 57          |
| Readmit               | 440          | 163         |
| Special/Non-Degree    | 341          | 177         |
| Graduate              | 506          | 134         |
| <b>Total</b>          | <b>4680</b>  | <b>1206</b> |

| Fall 2018             |              |             |
|-----------------------|--------------|-------------|
| Category              | Applications | Registered  |
| First Time in College | 2837         | 525         |
| Transfer/2nd Degree   | 822          | 294         |
| International         | 219          | 74          |
| Readmit               | 352          | 154         |
| Special/Non-Degree    | 224          | 140         |
| Graduate              | 405          | 124         |
| <b>Total</b>          | <b>4859</b>  | <b>1311</b> |

| Fall 2019             |              |            |
|-----------------------|--------------|------------|
| Category              | Applications | Registered |
| First Time in College | 3465         | 577        |
| Transfer/2nd Degree   | 918          | 268        |
| International         | 315          | 66         |
| Readmit               | 462          | 146        |
| Special/Non-Degree    | 340          | 181        |
| Graduate              | 428          | 122        |
| Total                 | 5959         | 1360       |

Therefore, over the past couple of years the Enrollment Services Unit has worked on improving and expanding the University's current strategies. Additionally, last year, UDC deployed a comprehensive strategy that focused on identifying, recruiting, and enrolling students. This "Fit Factor" process began with the recruitment of new students. The Office of Admissions attended events within market areas that would yield prospective students followed by engaging and connecting students' values and aspirations with University offerings. The enrollment management unit also employed a strategic communications plan that: 1) was designed to keep the student engaged throughout the admission to enrollment process; 2) included engaging prospective students from a financial standpoint by incorporating scholarships; and 3) assessed the likelihood of completion once enrolled.

In addition to the "Fit Factor" process, UDC has done the following:

- 1) Increased accessibility through fee waivers, comprehensive needs assessments, and 365-day student support;
- 2) Removed financial obstacles for students through the use of federal CARES Act funding, as well as private funding.
- 3) In June 2021, the University launched a marketing agreement with Blackboard, Inc. to develop targeted marketing through Google, Facebook, and Instagram. Specifically, the University chose to target four groups: 1) career starters; 2) first-time degree seekers; 3) degree completers; and 4) career climbers.
- 4) The Division of Student Development-Enrollment Services has procured an outbound service agreement with Blackboard Inc. to engage up to 5,000 potential students from prospect to enrollment. Enrollment coaches serve as extension of our enrollment services team and provide personalized support. They will manage the daily influx of prospective and current student inquiries. Additionally, with tailored, just-in-time coaching, students who connect more deeply with our institution will convert at a higher rate and report feeling supported and ready for success. This partnership will support the University in increasing enrollment.
- 5) Enhanced staff with the addition of a Director of Admissions and provided training.

Despite these efforts, UDC's enrollment has continued to decline. However, this decline is not unique to just UDC. Universities across the country are experiencing enrollment declines as the traditional 18-24 demographic has dramatically declined and will continue to do so for a number of years. This trend was considered and accounted for in the *Equity Imperative*, which anticipates an increase in enrollment at UDC in later years. In addition, the onset of the pandemic led to less high school graduates going straight to college nationally in the fall of 2020 and worsened in the fall of 2021. Thus, to offset the decline, the University is focused on recruiting transfer students and adult learners more aggressively.

44. Please detail what steps the University plans to take over the next three academic years to increase enrollment? If they vary, explain the strategies for: a) the flagship, b) the Community College, c) workforce development, and d) the law school.

**Response:** Growing the University's enrollment is critically important, and UDC is continuing to build upon the work that it has begun over the past couple of years. Given that our enrollment efforts were producing results prior to the pandemic and are positive for Academic Year 2022-2023, the University believes that enrollment will improve once the COVID-19 pandemic subsides. Thus, over the next three years, the University plans to continue working on the following initiatives/measures:

- 1) Continue to Award DCUP Scholarship to eligible first time in college students with GPA of 3.0+ – our DC UP scholarship program has been successful in recruiting and retaining high performing District of Columbia Public School (DCPS) and District of Columbia Public Charter School (DCPCS) graduates. Thus, we plan to continue this program over the next three years.
- 2) Establish scholarship program for transfer students in Fall 2022 – Given the University's focus on recruiting more transfer students, UDC needs to be able to provide scholarships to some of the transfer students that we are trying to recruit. Scholarship opportunities should not be limited to just first-time students who are coming to the University straight out of high school.
- 3) Building upon Student-Centric Recruitment Framework – To support the ever-changing needs of today's students UDC implemented a student-centric recruitment practices during fiscal year 2021 and will build upon this work over the next few years. The Student-Centric Recruitment Framework encompasses the following key principles:
  - a) Support the student journey – This means viewing the college application journey through the eyes of students, so that we can better understand and address the questions they'll have along the way. It also involves UDC interacting with students using the channels they use to learn about college, keeping an open dialogue with students to understand their challenges and priorities, and allowing students to come to UDC when they need information, rather than requiring them to comply with our schedule and forcing everyone to communicate with us the same way.
  - b) Respond to student interests – Discerning what students are looking for will help UDC to personalize its communications and help students feel understood. Thus, UDC will need to analyze what students are seeking in their college searches to better understand their goals and college decision criteria. Additionally, UDC will have to assess how well our academic programs and extracurricular offerings meet student expectations so we know which ones will resonate with prospective students.
  - c) Prepare for demographic shifts – As discussed above, the number of new high school graduates is expected to drop by nearly 300,000 between 2025 and 2029. Because there will be a smaller pool of potential applicants, UDC must maximize every interaction it has with students. This mean UDC will need to work with stakeholders at our university to understand the characteristics of students who are most likely to succeed here, while also seeking strategies for closing the equity gap. It will also require UDC to review performance of enrolled students and adjust our recruitment strategy to reach students who are the best fit for our institution.
  - d) Collaborate with key influencers – Student centric recruitment entails building connections with the people who help students search for colleges and decide where they will apply and enroll. Therefore, UDC will need to identify influencers, such as parents, teachers, and high school counselors. These efforts have already commenced through DCPS Counselors Day, but UDC will expand to other influencers. For

example, in fiscal year 2022, the University will initiate a DC Charter Day. In doing so, UDC will initiate frequent discussions to build partnerships, as well as assess the effectiveness of our engagement with influencers frequently, so we can adjust accordingly.

- e) Drive Student Success – A holistic approach to student success will empower UDC to share information, track toward common goals, and celebrate success together. Student success begins before students ever enroll at UDC, with personalized, student-centered recruitment. UDC will use the recruitment process as an opportunity to show students how the University will treat them as individuals throughout their college/ experience and help students feel secure that our institution offers interventions and resources to help them overcome obstacles and reach the goals they define.
- 4) Customer Relations Module (CRM) – CRM is a powerful tool that, when leveraged, can provide valuable insights about our students, allowing the University to develop stronger and more personal relationships not only with prospective and current students, but also with the alumni. CRM functions include managing admissions, tracking potential leads, handling student inquiries, and streamlining teacher evaluations. As noted in the University’s previous performance oversight responses, UDC does not currently have a CRM tool. However, UDC plans to launch a CRM discovery project in the 2<sup>nd</sup> quarter of fiscal year 2022, and through this project, the University will work with a vendor to identify the CRM tool that best fits the University’s needs. We believe that acquiring a fully functional CRM, combined with appropriate staffing, will enable the University to bring student recruitment and enrollment into the 21<sup>st</sup> century. Implementation of a CRM will augment the University’s ability to better serve students and provide them with additional value by bringing awareness to their specific needs. We detail below how a fully functional CRM tool can assist the University in increasing enrollment.
- a) CRM and Prospective Students – Using a CRM tool will allow the University to determine who should be treated as crucial “customers” (for example, serious prospective students vs. those who are just kind of interested in the University). By knowing this information, UDC can then use it to create important and strong connections with targeted learners, present students, parents, and alumni. Additionally, a CRM tool provides for quality service by enabling the University to follow-up more with prospective students. UDC can use the CRM tool to maintain records of all engagements with students, as well as applicants, and the University can improve its overall communication.
  - b) CRM and the Admission Process – Currently, prospective students are not able to complete their admission applications in one setting, as they have to email or mail transcripts and supporting documents to the University once they have applied. Additionally, staff use a spreadsheet to identify applicants and communicate to students via mail merges, which are manual and delays communication to students. On the other hand, a CRM tool is a one-stop shop that would allow potential students to: 1) transition from being prospects to becoming applicants; 2) submit transcripts and test scores to the University at the same time they submit their applications; and 3) communicate with the University in real time. It will also allow the University to collect data to identify trends and enrollment projections.
  - c) CRM and the *Equity Imperative* – Having a CRM tool could prove an integral tool in UDC meeting its second goal – increasing the numbers of UDC degrees and workforce credentials awarded – in the *Equity Imperative*. Specifically, a CRM tool would assist with: 1) recruitment and enrollment; and 2) data-informed decision making.
    - i) Recruitment and enrollment – A CRM tool would increase the efficiency and efficacy of recruitment planning. It would also allow the University to employ predictive and projection modeling to establish realistic goals tied to global,

national, and regional enrollment trends. Further, a CRM tool would enable UDC to assess annually its market share so that the University could identify the viability of its offerings.

- ii) Data-informed decision making – With regard to data-informed decision making, a CRM tool would permit data standardization, better analytics and reporting, and data feeding into a University dashboard.
- 5) Reengaging “Stop Outs” – While the University has been able to increase enrollment in certain areas, one problematic area in retention has been students who are identified as “stop outs,” meaning students who were enrolled in the University but for some reason, generally a major life event, the student left UDC. Thus, UDC is focused on reengagement campaigns for bachelor’s degree seekers who have earned 90+ credits and associate degree seekers who have earned 45+ credits who have ceased enrollment. As noted earlier, students who fall into this category often have experienced a life event – such as a health issue, birth of child, loss of a job, etc. – and/or have exhausted federal financial aid resources. UDC launched its Stop Initiative kicked off in 2021 and to date, we have welcomed back 45. The University’s reengagement campaign entails the following:
- a) Concierge service to provide direction and personalized support through graduation – This involves the following: 1) a one-stop portal that supports readmission and all next steps; 2) both an electronic and hard copy of an invitation inviting a student to return to UDC; 3) a personal phone call welcoming the student back to Firebird Nation; 4) a dedicated admission counselor who will expedite admissions decision so that students know within 2-3 business days if they’ve been accepted back by the University; 5) a dedicated financial aid counselor who will facilitate FAFSA completion, complete award package, and provide a customized financial aid plan for duration of student’s program; and 6) faculty advisor to assist in providing a degree plan and clear path to graduation.
  - b) Academic advising and student success model – Given that the students UDC is trying to reengage quit because of financial issues or major life events, they need additional support when it comes to academic advising and modeling success. For this reason, the University provides these students with additional advising and support. For example, a student’s would receive the following: 1) the dedicated faculty advisor would be the Associate Dean or Chair of his or her major; 2) consistent proactive touch points for duration of student’s program; 3) special attribute in BANNER that will prevent student from withdrawing unless the student has met with all members of his/her support team; 4) check ins with the student’s support team at both the mid-point and end of each remaining semester; 5) celebration of significant milestones, such as a student reaching his/her final semester; and 6) a social community space to encourage student to student engagement.
  - c) Incentives to return – As part of UDC’s reengagement efforts, the University has offered several incentives to return. Such incentives include: a streamlined readmission application; application fee waiver; amnesty for prior balances; abbreviated orientation; need-based scholarship support for students who have exhausted financial aid eligibility; custom degree progression and financial aid eligibility plans; and a laptop.
- 6) Focusing on Recruiting and Enrolling Transfer Students: Transfer students represent a growing percentage of UDC’s overall student body, and on average, transfer students account for 16% of UDC’s application pool. As such, UDC is working to strengthen recruitment, enrollment, and retention of transfer students. We discuss each in more detail below:
- a) Recruitment – UDC is working to accomplish the following with regard to increased recruitment of transfer students: 1) crafting UDC’s transfer student story as part of the

University's marketing strategy; 2) providing self-service preliminary transfer credit evaluations; 3) participating in community college transfer days; 4) expanding articulation agreements; 5) establishing a scholarship program just for transfer students; and 6) hosting "Discover UDC" days.

- b) Enrollment – In terms of enrolling more transfer students, UDC will: 1) cross train both admission and advising staff; 2) streamline onboarding with tailored orientation and registration of transfer students; and 3) host live Q&A sessions.
  - c) Retention – To retain transfer students, UDC will provide students with transfer/transition coaches and a student support care network.
45. (a) Please list all accreditations that the University currently has, including programmatic accreditations.

**Response:**

| <b>UDC Program Accreditations through February 2022</b>  |                     |                                  |   |   |
|--|---------------------|----------------------------------|---|---|
| <b>Accreditor / Program</b>  | <b>Last Visit</b>   | <b>Upcoming Visits/Follow-up</b> | <b>Duration</b>                                       | <b>Comments</b>   |
| Middle States Commission on Higher Education (MSCHE)   | April 2016          | Spring 2025                      | 8 years   | <b>Mid-Point Peer Review TBD 2022</b>   |
| <b>COLLEGE OF ARTS AND SCIENCES</b>  |                     |                                  |   |   |
| Council for Accreditation of Educator Preparation-- <b>CAEP (Education programs)</b>                                       | Fall 2020 (virtual) | Next site visit is in Fall 2024  | Through Spring 2025                                   | Accredited at initial licensure level (bachelor's only)   |
| Council on Academic Accreditation-- <b>CAA (MS in Speech Language Pathology)</b>   | Spring 2021         |                                  | Through July 2029                                     | <b>No adverse findings or recommendations</b>   |
| Council for Accreditation of Counseling and Related Educational Programs-- <b>CACREP (MA in Rehabilitation Counseling)</b> | Summer 2017         | <b>Spring 2022</b>               | 8 years (ends Oct 2022)                               | <b>Extension requested for submission of Interim Report. Ruling from accreditor was due in January 2022. No updates to date from program.</b> |
| <b>CACREP (MS in School Counseling)</b>  | Summer 2009         | <b>Fall 2021</b>                 | 2 years<br>Currently accredited through March 31 2022 | Interim Report was sent on 10/1/21; <b>The program's Vital Statistic report was due 12/31/21.</b>   |
| Council on Social Work Education-- <b>CSWE</b>   | Spring 2014         | <b>Fall 2021</b>                 | 8 years   | <b>Awaiting final Report – site visit occurred in October 2021</b>  |

|   |             |   |          |  |
|---|-------------|---|----------|--|
| <b>(Bachelor's in Social Work)</b>  |             |   |          |  |
| American Chemical Society--ACS<br><b>(BS in Chemistry)</b>  | Summer 2021 | <b>Summer 2022</b>  | Annual   | Not an accreditation but an important credential:<br><b>Fall 2021 certification achieved</b>   |
| <b>SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION</b>   |             |   |          |  |
| Accreditation Council for Business Schools and Programs-- <b>ACBSP</b><br><u>Accounting (BBA)</u><br><u>Business Management (BBA)</u><br><b>Graduate Program:</b><br><u>Master of Business Administration (MBA)</u> | Fall 2019   | Fall 2029   | 10 years |  |
| The Association to Advance Collegiate Schools of Business— <b>AACSB</b>   |             | Fall 2022<br>(probably November)  | 5 years  | <b>Eligibility Application accepted Spring 2021; Annual Progress Report Sent in September 2021; Progress Report accepted by AACSB Jan 2022. Site visit being scheduled for Fall 2022</b> |
| <b>COLLEGE OF AGRICULTURE, URBAN SUSTAINABILITY, AND ENVIRONMENTAL SCIENCES</b>   |             |   |          |  |
| National Architectural Accrediting Board-- <b>NAAB</b><br><b>(Master of Architecture, M. Arch.)</b>   | Spring 2020 | Spring 2028   | 8 years  |  |
| Accreditation Council for Education in Nutrition and Dietetics-- <b>ACEND</b><br><b>(BS in Nutrition &amp; Dietetics)</b>   | Fall 2016   | Fall 2022 – potential dates submitted to accreditor; awaiting final schedule          | 6 years  | Self-study submitted in Fall 2021  |
| Accreditation Commission for Education in Nursing-- <b>ACEN (Nursing RN-to-BSN)</b>   | Spring 2015 | <b>Fall 2021</b><br>Focused Visit – awaiting final disposition of visit (Spring 2022) | 8 years  | Final Report of Focused Visit Complete: Fully in compliance & recommended affirmation of accreditation.  |

|   |             |                    |  |  |
|---|-------------|--------------------|--|--|
| Professional Science Master's--PSM (PSM in <b>Urban Sustainability; Urban Agriculture; Water Resources Management</b> ) | 2017        | <b>2022</b>        | 5 years  | Not an accrediting body; programs are affiliated with PSM  |
| <b>SCHOOL OF ENGINEERING AND APPLIED SCIENCES</b>   |             |                    |  |  |
| Accreditation Board for Engineering and Technology--ABET  | Fall 2020   | Fall 2026          | 6 years  | Awaiting final Report from ABET  |
| <b>Biomedical Engineering BS</b>  | 2019-new    | Fall 2026          | 6 years  | Final Report pending   |
| <b>Civil Engineering BS</b>   | Fall 2020   | Fall 2026          | 6 years  | Final Report pending   |
| <b>Computer Science BS</b>  | Fall 2020   | Fall 2026          | 6 years  | Final Report pending   |
| <b>Electrical Engineering BS</b>  | Fall 2020   | Fall 2026          | 6 years  | Final Report pending   |
| <b>Mechanical Engineering BS</b>  | Fall 2020   | Fall 2026          | 6 years  | Final Report pending   |
| <b>UDC COMMUNITY COLLEGE</b>  |             |                    |  |  |
| American Board of Funeral Service Education--ABFSE ( <b>AAS in Mortuary Science</b> )                                   | Fall 2018   | <b>Fall 2021</b>   | 3 years  | <b>Site visit complete with strong Report – no findings.</b>   |
| Accreditation Council for Business Schools and Programs--ACBSP ( <b>AS in Business Administration</b> )                 | Fall 2019   | Fall 2029          | 10 years   |  |
| Commission on Accreditation for Respiratory Care--CoARC ( <b>AAS in Respiratory Therapy</b> )                           | Spring 2012 | <b>Spring 2022</b> | 10 years<br><b>Approved to 2031</b><br>(7/16/2021) | <b>Administrative Probation as of January 14, 2022 (Director failure to do training); training scheduled for March 2022; upon submitting verification, Administrative Probation condition removed by CoARC</b> |
| Accreditation Commission for Education in Nursing--ACEN ( <b>2-year Nursing: AASN</b> )                                 | Fall 2019   | Fall 2024          | 5 years  | Re-accredited in March 2020  |
| Federal Aviation Administration – <b>FAA (AAS in Aviation</b>   | Fall 2020   | TBD                | Annual/as needed                                   | Program is FAA Certified   |

|                               |             |                       |         |  |
|-------------------------------|-------------|-----------------------|---------|--|
| Maintenance Technology)       |             |                       |         |  |
| DAVID A. CLARKE SCHOOL OF LAW |             |                       |         |  |
| American Bar Association (JD) | Spring 2016 | Academic Year 2024-25 | 8 years | No compliance issues with Bar pass rates as of summer 2021 |

(b) Please list all accreditations or re-accreditations, including programmatic accreditations or reaccreditations, that the University has failed to obtain over the past three academic years. Provide a detailed explanation as to: (1) why the University did not obtain the accreditation or re-accreditations; (2) what steps the University is taking to rectify the loss or denial of an accreditation or re-accreditation; and (3) the impact of the loss or denial of an accreditation or re-accreditation on students attending the University.

**Response:** While the University did have some small accreditation hiccups in the past, UDC has been approved for all of its applicable accreditations or reaccreditations and not failed to obtain any over the past three academic years.

(c) Please list all accreditations or re-accreditations that the University is preparing to obtain between now and the end of academic year 2022-2023. Include in your response a detailed description of the steps that the University is taking to ensure success in each application.

**Response:** Below are all the accreditations or re-accreditations that UDC is preparing to obtain between now and the end of Academic Year 2022-2023:

1. The Council for Accreditation of Counseling and Related Educational Programs (CACREP) – Visit expected sometime in Spring 2022. Awaiting word from the College of Arts and Sciences (CAS) on the extension request to submit Interim Report for M.A. in Rehab Counseling. The program is accredited through October 2022, so the site visit this semester (if still planned for this semester) will provide the accreditor with the information needed for its report and decision on reaffirmation. The MS in School Counseling program is accredited through March 31, 2022. Interim Report sent by program leadership in October 2021. The report was thorough, detailing statistics of program outcomes, including graduates, placements, pass rates, recruiting success/challenges, adaptations to COVID-19 (including meeting accreditation standards for student practicums in a virtual environment, teaching in both virtual and hybrid modes, and supporting student placements upon completion). A Vital Statistics report for the MS in School Counseling was sent on December 31, 2021, adding details of program outcomes, performance, and compliance with accreditation standards.
2. Council on Social Work Education (CSWE) – Visit was in Fall 2021 for the Social Work degree (BSW). UDC's brief from the site visitor team was positive with no negative findings. Thus, UDC is expecting CSWE reaffirmation this semester. Program faculty put together an excellent self-study and performed well during the site visit.
3. Association to Advance Collegiate Schools of Business (AACSB) – The School of Business and Public Administration (SBPA) is on track for the rigorous on-site evaluation from AACSB in Fall 2022. The SBPA team has successfully gone through several key steps leading up to this stage, all of which entail thorough reports on all aspects of the program, as well as SBPA within the broader university context. Most recently, the Initial

Accreditation Committee (IAC) of AACSB met on November 3-4, 2021 and reviewed UDC's first progress report. The University was notified last month that the IAC voted to accept the progress report with the recommendation that the UDC SBPA begin preparing for a peer review team visit. Thus, in Spring 2022, UDC SBPA will produce a final self-evaluation report, which is due to the Chief Academic Officer by May 1, 2022, in advance of it being provided to AACSB by mid-late June or early July 2022. A site visit is expected in late October or November of 2022.

SBPA faculty have been critical to the successful reporting process thus far. They will be working diligently throughout the semester, including weekends, to complete these crucial final steps in preparation for the site visitors. Each section of the various reports is delegated to teams of faculty members to work on (in addition to their teaching workloads). AACSB is one of higher education's most respected and difficult accreditations to earn, and UDC is well on its way to achieving this distinction.

46. (a) Please list all capital projects to begin in fiscal years 2022, 2022 and 2023. Include any projects that are managed or overseen by another agency. Include a brief description of each, the total estimated cost for each, whether the project needs additional funding, the projected start and completion dates, and the priority of the project.

**Response:** The table below lists all capital projects to begin in fiscal year 2022, 2023, and 2024. If one is trying to determine how much additional capital funding UDC needs for a project or the timeline for a specific project, please refer to the table below rather than referencing the table we provided in response to Question 17. Please note that because this question and question 17 ask for slightly different information, the information provided in our response to these two questions differs.

| Question 46  | CAPITAL PROJECTS FY'22-27  |                      |   |               |               |              |      |              |                               |
|--|--|----------------------|---|---------------|---------------|--------------|------|--------------|-------------------------------|
| PROJECT NAME   | Description  | Total Estimated Cost | CIP Allotment for FY22 - FY27 (\$163,550,000) |               |               |              |      |              | Total Additional Funds Needed |
|  |  |                      | FY22  | FY23          | FY24          | FY25         | FY26 | FY27         |                               |
| UG706 - Subprojects  |  |                      |   |               |               |              |      |              |                               |
| Renovate 4250 Connecticut Avenue for CAS & CAUSES programs | Convert existing building to classrooms, labs, and other academic uses to support CAS & CAUSES programs. | \$ 40,000,000        | \$ 5,525,000                                  | \$ 12,225,000 | \$ -          | \$ 4,000,000 | \$ - | \$ 2,500,000 | \$ 15,750,000                 |
| Backus Site Development                                    | Build out approx. 15,000 sf of existing space & construct new 60,000 sf addition                         | \$ 35,000,000        |   | \$ 15,000,000 | \$ 20,000,000 |              | \$ - | \$ -         | NA                            |

|  |   |                   |                 |                  |                  |                  |         |                 |                   |
|--|---|-------------------|-----------------|------------------|------------------|------------------|---------|-----------------|-------------------|
| <b>Van Ness Campus Modernization Projects</b>          | The campus modernization effort includes the renovation of multiple interior spaces to modernize classrooms and labs, and continuation of MEP, window, roof, elevator, and exterior improvements. | \$<br>228,500,000 | \$<br>9,860,000 | \$<br>28,000,000 | \$<br>-          | \$<br>2,000,000  | \$<br>- | \$<br>2,000,000 | \$<br>186,640,000 |
| Roofs:   | Interior Renovations - Multiple Buildings (Including Swing Space Costs)   | \$<br>135,000,000 | \$<br>4,000,000 | \$<br>5,000,000  | \$<br>-          | \$<br>-          | \$<br>- | \$<br>-         | \$<br>126,000,000 |
|  | MEP, Elevator, & IT Upgrades  | \$<br>63,000,000  | \$<br>4,860,000 | \$<br>13,500,000 | \$<br>-          | \$<br>2,000,000  | \$<br>- | \$<br>2,000,000 | \$<br>40,640,000  |
|  | Window & Roof Replacement   | \$<br>11,500,000  | \$<br>1,000,000 | \$<br>4,500,000  |                  |                  |         |                 | \$<br>6,000,000   |
|  | Exterior Upgrades - including pavers, greenspace, stormwater collection, wayfinding   | \$<br>19,000,000  | \$<br>-         | \$<br>5,000,000  |                  |                  |         |                 | \$<br>14,000,000  |
| <b>Purchase 3100 MLK Avenue (Old Congress Heights)</b> | <b>Purchase approximately 70,000 sf building currently being leased by University for Community College/ Workforce</b>  | \$<br>28,000,000  |                 |                  | \$<br>14,000,000 | \$<br>14,000,000 |         | \$<br>-         | NA                |

|  |   |                      |                     |                     |                     |                     |                     |                     |                      |
|--|---|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
|  | <b>Development programs</b>   |                      |                     |                     |                     |                     |                     |                     |                      |
| <b>Firebird Farm Infrastructure/ Instructional Space</b> | <b>Upgrade infrastructure at Firebird Farm - Approximately 143 acre agricultural research facility</b>                | <b>\$ 20,000,000</b> |                     | <b>\$ 2,000,000</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 18,000,000</b> |
| <b>UG706 - General Pool Funds</b>                        | <b>UG706 - Project Contingency, Lease &amp; Miscellaneous Project Costs</b>   | <b>\$ 19,390,000</b> | <b>\$ 4,115,000</b> | <b>\$ 3,275,000</b> | <b>\$ 3,000,000</b> | <b>\$ 3,000,000</b> | <b>\$ 3,000,000</b> | <b>\$ 3,000,000</b> | <b>NA</b>            |
|  |   |                      |                     |                     |                     |                     |                     |                     |                      |
| <b>UG709 - Workforce Development CC Needs</b>            | <b>Upgrade Community College &amp; Workforce Development Program spaces</b>   | <b>\$ 5,000,000</b>  | <b>\$ 5,000,000</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>NA</b>            |
| <b>UG710 - Amazon Web Services Training Campus</b>       | <b>Establish an Amazon Web Services Training Campus &amp; build out Stem/IT spaces at Community College/Workforce</b> | <b>\$ 7,500,000</b>  | <b>\$ 7,500,000</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>NA</b>            |
| <b>UG711 - Backus Beautification &amp; Workforce Dev</b> | <b>Exterior improvements at the Backus Site</b>   | <b>\$ 550,000</b>    | <b>\$ 550,000</b>   | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ -</b>         | <b>NA</b>            |

(b) Please list in order of priority all capital projects that the University needs to undertake but are currently stalled by inadequate funding. Include a brief description of each, the total estimated cost, and the projected start and completion dates. Explain the priority of the project.

**Response:** The following projects are the top five capital projects for which the University requires additional capital funding in order to continue or complete the project. For this reason, even if the table provided in response to Question 46(a) indicates that additional funding is necessary to continue or complete a project, such as the Firebird Farm Infrastructure, it may not be listed or discussed below.

- 1) Renovate 4250 Connecticut Avenue** – Renovate the interior spaces of 4250 Connecticut Avenue to convert the building from offices to classrooms, laboratories, and support spaces. The cost estimate for this renovation is currently \$40,000,000. This is a high priority project, because the College of Arts and Sciences was required to vacate Building 41 due to failing building systems. Additionally, the College of Agriculture, Urban Sustainability, and Environmental Sciences (CAUSES) was required to move staff out of Building 44 due to overloaded building systems. Thus, both Colleges need new space in which to operate. While the University did receive funding in the fiscal year 2022-2026 capital plan for this renovation, an additional \$15,750,000 is needed to complete this project. If full funding were provided, construction could begin in May 2023 and conclude in January 2025.
- 2) Van Ness Campus Roof and Window Replacements** – Several buildings on the Van Ness Campus still have their original roofs and windows that were installed about 40 years ago. These original elements are in poor condition, are energy inefficient, leak water, and need to be replaced. Replacement roofs will be designed to support the installation of solar panels or green roofs to further our energy conservation and stormwater management efforts. Roof replacements began in 2020 and are anticipated to be complete in September 2023. Installation of replacement windows began in 2016 and the third/final phase is expected to finish in September 2026. The University needs additional funding of about \$6,000,000 to complete this project.
- 3) Mechanical, Electrical, Plumbing, Elevator, and IT Upgrades** – The mechanical, electrical, plumbing, elevator, and IT infrastructure systems throughout the Van Ness campus have deteriorated badly. The University currently has one central heating and cooling plant that distributes heating and cooling throughout the Van Ness campus, but UDC intends to install individual heating and cooling systems in each building. This would eliminate the need for the central heating and cooling plant on the Van Ness campus. Additionally, the elevators installed in original Van Ness Campus buildings are in poor condition, unreliable, and need to be replaced. The mechanical, electrical, plumbing, elevator, and IT upgrade process started in October 2020 with the funds that are available. The estimated total cost for required upgrades is about \$63,000,000. The University requires approximately \$40,640,000 in additional funds to complete this work in September 2026.
- 4) Interior Renovations (Classroom & Laboratory Upgrades)** – The bulk of the University's classrooms and laboratories are outdated. Their basic designs, unchanged since the 1970s, are neither conducive to, nor reflective of, modern-day teaching and learning processes. The cost to modernize the University's teaching and learning spaces

is approximately \$135,000,000. The University requires an additional \$126,000,000 for this project.

- 5) **Plaza Paver Restoration** – The plaza paving will be renovated on the Van Ness campus from the Dennard Plaza area to the Athletic Center and around the lower level of the Theater. This restoration will eliminate leaks into adjacent buildings, improve drainage, and provide more green space along with permeable pavers. The design is in progress. In total, the paver restoration project will cost \$19,000,000, but the University currently only has \$5 million to dedicate to this project. Thus, UDC requires an additional \$14,000,000 for this project. Should the University receive the additional \$14 million, it would be able to complete this project within 12-16 months of beginning construction.

(c) To understand UDC's capital needs from a different perspective, please list and briefly describe your most urgent and important capital projects.

**Response:** Below is a list and description of the University's six most urgent and important capital projects. Please note that this list is almost identical to what was provided for Question 46(b) but also includes a new building at the Bertie Backus location. Since the University has identified sufficient funding for that project, it is not included above in response to Question 46(b).

- 1) **Renovate 4250 Connecticut Avenue** – Renovate the interior spaces of 4250 Connecticut Avenue to convert the building from offices to classrooms, laboratories, and support spaces. The cost estimate for this renovation is currently \$40,000,000. This is a high priority project, because the College of Arts and Sciences was required to vacate Building 41 due to failing building systems. Additionally, CAUSES had to move staff out of Building 44 due to overloaded building systems. Thus, both Colleges need new space in which to operate. While the University did receive funding in the fiscal year 2022-2026 capital plan for this renovation, an additional \$15,750,000 is needed to complete this project. If full funding were provided, construction could begin in May 2023 and conclude in January 2025.
- 2) **Construct a new building for the Community College on the Bertie Backus site** – Construct a new building to accommodate the Community College functions that were formerly housed at 801 North Capitol. The cost estimate for the new building is currently \$30,000,000. Given that the University has completely moved out of 801 N. Capitol Street and is currently being housed in swing space, constructing this new building and providing the Community College with adequate space is a high priority for the University.
- 3) **Van Ness Campus Roof and Window Replacements** – Several buildings on the Van Ness Campus still have their original roofs and windows that were installed about 40 years ago. These original elements are in poor condition, energy inefficient, leak water, and need to be replaced. Replacement roofs will be designed to support the installation of solar panels or green roofs to further our energy conservation and stormwater management efforts. Roof replacements began in 2020 and are anticipated to be complete in September 2023. Installation of replacement windows began in 2016 with the third/final phase is expected to finish in September 2026. The University needs additional funding of about \$6,000,000 to complete this project.
- 4) **Mechanical, Electrical, Plumbing, Elevator, and IT Upgrades** – The mechanical, electrical, plumbing, elevator, and IT infrastructure systems throughout the Van Ness campus have

deteriorated badly. The University currently has one central heating and cooling plant that distributes heating and cooling throughout the Van Ness campus, but UDC intends to install individual heating and cooling systems in each building. This would eliminate the need for the central heating and cooling plant on the Van Ness campus. Additionally, the elevators installed in original Van Ness Campus buildings are in poor condition, unreliable, and need to be replaced. The mechanical, electrical, plumbing, elevator, and IT upgrade process started in October 2020 with the funds that are available. The estimated total cost for required upgrades is about \$63,000,000. The University requires approximately \$40,640,000 in additional funds to complete this work in September 2026.

**5) Interior Renovations (Classroom & Laboratory Upgrades)** – The bulk of the University’s classrooms and laboratories are outdated. Their basic designs, unchanged since the 70’s, are neither conducive to nor reflective of modern-day teaching and learning processes. The cost to modernize the University’s teaching and learning spaces is approximately \$135,000,000. The University requires an additional \$126,000,000 for this project.

**6) Plaza Paver Restoration** – The plaza paving will be renovated on the Van Ness campus from the Dennard Plaza area to the Athletic Center and around the lower level of the Theater. This restoration will eliminate leaks into adjacent buildings, improve drainage, and provide more green space along with permeable pavers. The design is in progress. In total, the paver restoration project will cost \$19,000,000, but the University currently only has \$5 million to dedicate to this project. Thus, UDC requires an additional \$14,000,000 for this project. Should the University receive the additional \$14 million, it would be able to complete this project within 12-16 months of beginning construction.

47. Please provide a project description, including applicable timetables for the following projects/buildings:

- (a) 4250 Connecticut Avenue, NW
- (b) Building 41
- (c) Building 44
- (d) Old Congress Heights School

- (e) PR Harris
- (f) Bertie Backus site

**Response:**

**(a) 4250 Connecticut Avenue, NW**

The University has purchased the building that it was previously leasing. The present intent is to completely renovate the building from an office building to a modern facility for higher education that will house modern classrooms, laboratories and other learning environments and house the University’s College of Arts and Sciences and the College of Agriculture, Urbans Sustainability, and Environmental Sciences (CAUSES) and supporting spaces. **An additional \$15,750,000 is needed to fully fund this project.**

**(b) Building 41**

The University has no projects scheduled to take place in Building #41. The University is vacating this building and anticipates that the District government will move the city’s Archives into that location. The University functions that previously occurred in Building #41 have been relocated to other locations on the Van Ness campus.

**(c) Building 44**

Plans for renovating Building 44 continue to evolve as the University investigates options.

**(d) Old Congress Heights**

There are ongoing short-term projects to accommodate the relocation of the Community College's Workforce Development administration, staff, and classes from Backus to Old Congress Heights. The University has received funding to purchase this building and plans to do so by fiscal year 2025.

**(e) PR Harris**

The University has no planned capital projects for PR Harris. The University no longer occupies or manages this building. The functions that previously operated at PR Harris moved to 3100 MLK Avenue, "Old Congress Heights," except for a greenhouse. The University's General Counsel is working with the Department of General Services to negotiate an agreement for the University's use of a space outside of PR Harris and a small storage space within the building.

**(f) Bertie Backus Site**

Phase I, II, and III renovations have been completed, while Phase IV, which includes construction of kitchens for CAUSES, of the construction plan is currently in the design and construction stage. Phases V and VI will include the build out of the remainder of the existing building and the construction of a new 60,000 square foot building. This new building will accommodate the Community College functions that were formerly housed at 801 North Capitol and is projected to cost about \$30 million. Because the University has completely vacated 801 North Capitol Street, steps are also being taken to create swing space for the Community College until the new building can be built.

48. Please provide a detailed description of the workforce development program offered at UDC. Include in that description:

**Response:** Since opening its doors in 2009, the Community College (UDC-CC) continuously affirms its mission to provide opportunities for students to obtain the requisite skills of today's workforce and prepare them for the demands of tomorrow. It was initially organized into two different "paths": 1) Academic Affairs, which is the credit-bearing portion of UDC-CC that encompasses two-year academic degree programs leading to in-demand industries; and 2) the Workforce and Lifelong Learning (WDLL), which offers free fundamental certificated job training courses to DC residents. However, in 2020, the WDLL unit became a stand-alone division within the Chief Academic Officer's portfolio and is headed by a Dean, which reports to the CAO.

UDC-CC offers accessible, affordable, and high-quality programs to District residents, as well as the region. UDC's associate degrees and WDLL programs and certificates are market-driven and learner-focused. UDC-CC serves as a vital link to the region's intellectual, economic, civic, and cultural vitality.

- (a) Outline of the program's budget, including funding sources and expenditures for fiscal years 2020, 2021, and 2022;

**Response:** The tables below contain this information. Please note that the left column represents the budgeted amount, and the right column reflects the expenditures.

| Workforce Development and Life Long 2020 |           |           |
|--|-----------|-----------|
| Appropriated Funds                       | 5,345,667 | 4,832,097 |
| Post-Secondary Education                 | 239,306   | 173,522   |
| Grand Total                              | 5,584,973 | 5,005,620 |

| Workforce Development and Life Long 2021 |           |           |
|--|-----------|-----------|
| Appropriated Funds                       | 5,521,339 | 4,341,483 |
| Tuition Funds                            | 170,417   | 124,054   |
| Post-Secondary Education                 | 124,066   | 86,523    |
| Grand Total                              | 5,815,822 | 4,552,060 |

| Workforce Development and Life Long 2022 (YTD) |           |         |
|--|-----------|---------|
| Appropriated Funds                             | 5,847,335 | 973,076 |
| Post-Secondary Education                       | 339,890   | 0       |
| Grand Total                                    | 6,187,224 | 973,076 |

- (b) Completion rate for Academic Years 2018-2019, 2019-2020, 2020-2021, and 2021-2022 (to date – i.e. January 31<sup>st</sup>);

**Response:** Below are the completion counts for the Workforce Development and Lifelong Learning (WDLL) programs. Please note that the WDLL consists of five pathways, and each pathway varies in the number of individual courses that are required. The majority of the courses have a duration of one semester. Additionally, the drop in WDLL's Academic Year 2019-2020 completion count was due to the pandemic. Many students were unable to complete the spring semester, which is depicted below, since the University had to shut down classes due to COVID-19. Moreover, there were no summer 2020 WDLL course offerings since virtual learning was not available at that time. Thus, the Academic Year 2019-2020 WDLL completion count mainly represents just those courses that were able to be completed in fall 2019.

While the University has provided the WDLL data by academic year over the past several years, UDC actually collects its WDLL data by fiscal year. Thus, moving forward, the University will provide the data for its WDLL programs by fiscal year and not academic year. However, the data for our credit-bearing courses in the Community College, four-year degrees, etc. will continue to be provided by academic year.

Completion rate for Academic Years 2018-2019, 2019-2020, 2020-2021, and 2021-2022

| Academic Year | Total Enrollment | Completions | Completion Rate | Notes |
|---------------|------------------|-------------|-----------------|-------|
| AY2018-19     | 3,685            | 2,341       | 64%             |       |
| 201910-18Fall | 1,197            | 763         | 64%             |       |

|               |       |       |     |  |
|---------------|-------|-------|-----|--|
| 201920-19Spr  | 1,501 | 954   | 64% |  |
| 201930-19Sum  | 987   | 624   | 63% |  |
| AY2019-20     | 1,804 | 630   | 35% |  |
| 202010-19Fall | 874   | 575   | 66% |  |
| 202020-20Spr  | 930   | 55    | 6%  | Spring 2020: Includes 698 enrollments that ended early due to COVID-19 |
| 202030-20Sum  | -     | -     | 0%  | Summer 2020: No WDLL classes   |
| AY2020-21     | 1,548 | 1,098 | 71% |  |
| 202110-20Fall | 591   | 381   | 64% |  |
| 202120-21Spr  | 483   | 380   | 79% |  |
| 202130-21Sum  | 474   | 337   | 71% |  |
| AY2021-22     | 761   | 366   | TBD |  |
| 202210-21Fall | 380   | 366   | 96% |  |
| 202220-22Spr  | 381   | TBD   |     | Spring 2022: 01/18/22 - 02/03/22                                       |
| Grand Total   | 7,798 | 4,435 |     |  |

(c) Total number of individuals served, broken down by semester, beginning with FY 2021 until current;

Total number of individuals served, broken down by semester, beginning with FY 2021

| Semester           | Count        |       |        |
|--------------------|--------------|-------|--------|
| 202110-20Fall      | 555          | 1,287 | FY2021 |
| 202120-21Spr       | 338          |       |        |
| 202130-21Sum       | 394          |       |        |
| 202210-21Fall      | 350          | 707   | FY2022 |
| 202220-22Spr       | 357          |       |        |
| <b>Grand Total</b> | <b>1,994</b> |       |        |

(d) List of courses currently offered.

**Response:** UDC's WDLL program offers several program strands that correlate with in-demand career pathways in the District. Specifically, UDC provides the following:

- **Construction** - The construction pathway includes workers who build and remodel homes or community, recreational, industrial, and office facilities.
- **Early Childhood Education** - The early childhood development and services pathway includes occupations related to the nurturing or teaching of infants and young children in

child care centers, nursery schools, preschools, public schools, and private households.

- **Healthcare-Direct Healthcare- Administration** –This pathway provides health professionals with the skills and knowledge needed in a rapidly changing career field. Training provides students with a comprehensive suite of administrative and clinical skills
- **Information Technology pathway** – This pathway includes occupations related to information technology deployment, including implementing computer systems and software, database management, providing technical assistance, and managing information systems. In addition, the network systems pathway includes occupations related to network analysis, planning, and implementation, including design, installation, maintenance, and management of network systems.
- **Hospitality and Tourism** – This pathway includes workers who perform a variety of tasks to maintain operations and promote guest services in eating and drinking establishments. The tourism industry offers significant job creation across all regions and has long been an industry with tremendous success for long-term career pathways. Tourism is recognized as an important driver of economic growth and development in the District. Moreover, successful hospitality employees must have practical guest service skills to stay competitive in today’s market, and they must engage and connect with their guests to go above and beyond the call of duty. Students may earn the AHLEI Certified Guest Service Professional (CGSP®) & Hospitality & Tourism Management Year I credential upon completing this class.
- **General Education-** The General Education program provides the basis for excellence and success in all courses, as well as distribution courses that allow students to explore how learning is integrated across multiple academic studies

***WDLL In-Demand Career Pathways Course Descriptions***

\*All listed courses, modalities, CASAS score requirements, and pathway/program course offerings are subject to changes and revisions on a semesterly basis. WDLL Admissions and enrollment Staff can/will provide and ensure that any/all admissions and enrollment requirements are upheld.

***WDLL Construction Pathway***

| <b>CAREER<br/>PATHWAY<br/>COURSE</b> | <b>COURSE DESCRIPTION</b>   | <b>TOTAL<br/>INSTRUCTION<br/>HOURS</b> | <b>INSTRUCTION<br/>TYPE (100%<br/>ONLINE,<br/>Hybrid)</b> | <b>MINIMUM<br/>CASAS<br/>SCORES</b> |
|--------------------------------------|---|--|---|-------------------------------------|
| Apartment Maintenance                | This program is developed and maintained by the National Apartment Association (NAA) as an introduction for new maintenance professionals and as a refresher for the veteran employee to give these professionals the knowledge and tools necessary to run an effective maintenance program. This course consists of hands-on classroom training followed by online practice scenarios. | 90                                     | Hybrid; In-Person   | Reading - 235<br>Math - 229         |

|   |   |     |                   |                             |
|---|---|-----|-------------------|-----------------------------|
| Construction Craft Skills and Application (CORE) - OSHA 10, CPR & First Aid | This course serves as a pre-requisite to the HVAC, Carpentry, and Electrical courses and is certified through the National Center for Construction Education and Research (NCCER). NCCER core is designed as a rigorous, competency-based, industry-recognized career and technical education program. This course provides the basic skills needed to start a career in the construction industry. Course learning objectives include but are not limited to basic safety, communication skills, introduction to construction drawings, construction Math, and introduction to hand and power tools.                                   | 120 | Hybrid; In-Person | Reading - 235<br>Math - 229 |
| Carpentry IA  | This course offers entry-level training towards the associated National Center for Construction Education and Research (NCCER) certification. Students must successfully complete levels 1A & 1B to be eligible to take the associated NCCER certification exam. Course learning objectives include but are not limited to: orientation to the trade, introduction to career opportunities within the trade, introduction to core skills, responsibilities, and characteristics of a Carpenter, understanding connections to the industry, and gaining knowledge, skills, and abilities to adhere to safety guidelines and regulations. | 75  | Hybrid; In-Person | Reading - 235<br>Math - 229 |

|  |  |                                |   |                             |
|--|--|--------------------------------|---|-----------------------------|
| Electrical IA  | This course offers entry-level training towards the associated National Center for Construction Education and Research (NCCER) certification. Students must successfully complete levels 1A & 1B to be eligible to take the associated NCCER certification exam. Course learning objectives include but are not limited to: orientation to the trade, introduction to the National Electrical Code for the local area, identifying components, gaining knowledge and understanding of industry regulations and standards, and gaining knowledge, skills, and abilities to adhere to safety guidelines and regulations. | 75                             | Hybrid; In-Person                             | Reading - 235<br>Math - 229 |
| <i><b>WDLL Early Childhood Education Pathway</b></i> |  |                                |   |                             |
| <b>CAREER PATHWAY COURSE</b>                         | <b>COURSE DESCRIPTION</b>  | <b>TOTAL INSTRUCTION HOURS</b> | <b>INSTRUCTION TYPE (100% ONLINE, Hybrid)</b> | <b>MINIMUM CASAS SCORES</b> |
| Child Development Associate – Comprehensive I        | This course provides the First Part of the required theory and skills necessary for individuals to care for children. The Child Development Associate Training program requires a minimum of one hundred twenty (120) clock hours demonstrating competency in the CDA Competency Goals, completion of the CDA Professional Resource File, and preparation for the CDA assessment by the Council of Early Childhood Professional Recognition. Students will apply for credentials in one of the following specialty areas: Preschool, Infant-Toddler, Family Child Care, or Home Visitor.                               | 78                             | 100% Online, Hybrid, In-Person                | Reading - 235<br>Math - 229 |

|   |   |                                |   |                             |
|---|---|--------------------------------|---|-----------------------------|
| Child Development Associate – Comprehensive II          | This course provides the final required theory and skills necessary for individuals to care for children. Students will apply for credentials in one of the following specialty areas: Preschool, Infant-Toddler, Family Child Care, or Home Visitor. Upon completion of the 120-hour course, verification of 480 hours of early childhood experience, and passing the CDA Council's oral and written exam, a CDA license will be issued.         | 72                             | 100% Online, Hybrid, In-Person                | Reading - 235<br>Math - 229 |
| Child Development Associate Intensive – CPR & First Aid | TBD   | 144                            | 100% Online, Hybrid, In-Person                | Reading - 235<br>Math - 229 |
| <b><i>WDLL Healthcare Pathway</i></b>                   |   |                                |   |                             |
| <b>CAREER PATHWAY COURSE</b>                            | <b>COURSE DESCRIPTION</b>   | <b>TOTAL INSTRUCTION HOURS</b> | <b>INSTRUCTION TYPE (100% ONLINE, Hybrid)</b> | <b>MINIMUM CASAS SCORES</b> |
| Dialysis Technician                                     | The program prepares learners for employment in a hemodialysis unit. This program will cover patient care principles, normal and abnormal renal anatomy and physiology, principles of dialysis, water treatment, and hemodialysis procedures under the supervision of a registered nurse. This program prepares the student for the national Certification examination through the Board of Nephrology Examiners Nursing and Technology (BONENT). | 120                            | Hybrid  | Reading - 235<br>Math - 229 |
| Direct Support Professional                             | This program trains individuals to become Direct Support Professionals (DSP). DSP's work directly with people who have  | 60                             | Hybrid  | Reading - 235<br>Math - 229 |

|                              |  |     |             |                             |
|------------------------------|--|-----|-------------|-----------------------------|
|                              | developmental disabilities with the aim of assisting the individual to become integrated into his/her community or the least restrictive environment and serving as an advocate for the individual in communicating their needs, self-expression and goals. A DSP may provide support to a person with a disability at home, work, school, church, and other community places. We teach the required District of Columbia Developmental Disabilities Administration (DDA) and Department on Disability Services (DDS) training programs curriculum |     |             |                             |
| Electrocardiogram Technician | In the EKG Technician course, participants will learn to operate machines that record the electrical activity of a patient's heart. EKG rhythms provide important data for the diagnosis of heart conditions. Certified EKG Technicians may perform some or all of the following tasks: set-up and administer EKGs and stress tests; prepare students for Holter monitor or ambulatory monitoring; edit and deliver final test results to physicians for analysis; schedule appointments; transcribe physician's interpretations                   | 120 | Hybrid      | Reading - 239<br>Math - 232 |
| Electronic Health Records    | The Electronic Health Records (EHR) course prepares students for skills and competencies required as a certified EHR specialist, including auditing patient records for compliance with legal and regulatory requirements, extracting clinical information for inclusion in reports such as quality improvement studies,   | 132 | 100% Online | Reading - 239<br>Math - 236 |

|  |  |     |             |                                     |
|--|--|-----|-------------|-------------------------------------|
|  | <p>billing and coding for insurance claim reimbursements, processing release of information (ROI) requests for medical records, reviewing patient records, and collecting patient demographic and insurance information</p>  |     |             |                                     |
| Introduction to Medical Billing and Coding | <p>In the Introduction to Medical Billing and Coding course, participants will learn billing procedures so that the health providers receive payment for medical services rendered. The following areas will be covered: medical insurance laws, billing management, medical documentation and coding, health insurance claim form handling, EMR's and EHR's, and government programs and medical ethics. Every medical service is assigned a numeric code to define diagnostics, treatments and procedures. The coder's job will be to enter this information into a database using this set medical protocol to produce a statement or claim. They will learn how to send paperwork to the appropriate insurance carrier for acceptance or denial and how to investigate rejected claims and update details in the database. They will then bill the patients for medical payments. Medical coders will also be responsible for dealing with collections and insurance fraud</p> | 132 | Hybrid      | <p>Reading - 239<br/>Math - 236</p> |
| Advanced Medical Billing                   | <p>The Advance Billing Course prepares the student to successfully pass the examination for the Certified Revenue Cycle Specialist (CRCS) under the American Association of Healthcare Administrative Management.</p>  | 174 | 100% Online | <p>Reading - 249<br/>Math - 241</p> |

|  |   |     |        |                             |
|--|---|-----|--------|-----------------------------|
|  | Revenue Cycling is the management of medical billing duties and cash flow, emphasizing inpatient billing.   |     |        |                             |
| Medical Assistant                          | The Medical Assistant program is designed to train the student to function in the clinical area of a doctor's office. They will study how to triage a patient, record patient histories, do vital signs and EKGs, prepare and assist the physician with examinations, and basic skills in phlebotomy and injections. Principles of OSHA, handling laboratory specimens, and urinalysis are included in class instruction. Students will be introduced to medical insurance coding, ICD-10, and CPT, which are pertinent to the clinical medical assistant. Vocabulary is emphasized as it is an important tool in learning the language of the medical field. There is emphasis on professionalism in the work place; HIPAA guidelines as they apply to the medical office setting are discussed. Basic concepts of scheduling and office administration are included in the program. | 184 | Hybrid | Reading - 239<br>Math - 236 |
| Medical Office Administrative Professional | Program (MOAP) prepares individuals for employment in medical and other health-care related offices. Course work includes medical terminology; information systems; Office management; medical coding; billing and insurance; legal and ethical issues; and formatting and word processing. Students will learn administrative and support functions and develop skills applicable in medical environments. Employment opportunities are available in   | 138 | Hybrid | Reading - 239<br>Math - 236 |

|  |  |     |        |                             |
|--|--|-----|--------|-----------------------------|
|  | medical and dental offices, hospitals, insurance companies, laboratories, medical supply companies, and other health related industries  |     |        |                             |
| Nursing Assistant<br>Lab, Theory,<br>Practicum | The NA program provides the theory, laboratory skills, and clinical practice to prepare students to learn how to care for residents in long-term care facilities. A Nurse Assistant assists residents with activities of daily living (ADL) under the supervision of a registered nurse. The clinical practicum is once a week for a full day. Travel may be required. There is a 10-hour mandatory review prior to taking the state board exam.   | 204 | Hybrid | Reading - 239<br>Math - 229 |
| Patient Care Technician (PCT)                  | The Patient Care Technician is a 170-clock hour (65-theory, 85-clinical practicum and 20-mental/behavioral health) program that prepares students for employment as a Patient Care Technician (PCT). PCT's job description includes assisting patients with many tasks they cannot do for themselves while they are in hospitals, rehabilitation clinics and/or ambulatory care centers. PCT's perform routine tasks, and this program provides the theory and skills necessary to care for complex patients in various healthcare settings under the supervision of a registered nurse. The clinical practicum is once a week for a full day. Travel may be required. There is a 10-hour mandatory review prior to taking the state board exam. | 176 | Hybrid | Reading - 239<br>Math - 229 |

|   |  |                                |   |                             |
|---|--|--------------------------------|---|-----------------------------|
| Pharmacy Technician   | Pharmacy Technicians help licensed pharmacists dispense prescription medication. They work under the supervision of the pharmacist, who must review all prescriptions before they are given to patients. They work in retail pharmacies and hospitals. Pharmacy Technicians typically perform the following tasks: take from customers or health professionals the information needed to fill a prescription, count tablets and measure amounts of other medications for prescriptions, compound or mix medications, such as preparing ointments, package and label prescriptions, accept payment for prescriptions and process insurance claims, and do routine pharmacy tasks, such as answering phone calls from customers. | 184                            | Hybrid  | Reading - 239<br>Math - 236 |
| Phlebotomy Technician   | The Phlebotomy Technician program prepares students for employment in a laboratory environment as a Phlebotomy Technician. Phlebotomy is the act of drawing blood either for testing or transfusion. It is a skill employed by many clinics and/or ambulatory care centers.  | 184                            | Hybrid  | Reading - 239<br>Math - 236 |
| <b><i>WDL Hospitality &amp; Tourism Pathway</i></b>               |  |                                |   |                             |
| <b>CAREER PATHWAY COURSE</b>                                      | <b>COURSE DESCRIPTION</b>  | <b>TOTAL INSTRUCTION HOURS</b> | <b>INSTRUCTION TYPE (100% ONLINE, Hybrid)</b> | <b>MINIMUM CASAS SCORES</b> |
| Food and Beverage Service – Entry Level (Hospitality and Tourism) | The Restaurant Server certification brings the professional clout to the people who are in the front-line with guest. The restaurant Server certification recognizes the skills and knowledge needed to succeed as a food  | 81                             | 100% Online                                   | Reading - 228<br>Math - 215 |

|  |  |                                |   |                             |
|--|--|--------------------------------|---|-----------------------------|
|  | service professional at a front-line position in a dining facility.  |                                |   |                             |
| Leasing for Property Management  | This course is a two-part course that includes a customer service component as well as curriculum developed and maintained by the National Apartment Association (NAA) to prepare students for entry level positions in the residential property management field. Students will learn how to lease apartments in conventional, tax credit and section 8 properties as well as time management, marketing, resident relations, customer service and administrative skills. The course also covers Fair Housing and other legal aspects of rental housing.      | 75                             | 100% Online                                   | Reading - 235<br>Math - 229 |
| <i><b>WDL Information Technology &amp; Office Automation Pathway</b></i> |  |                                |   |                             |
| <b>CAREER PATHWAY COURSE</b>   | <b>COURSE DESCRIPTION</b>  | <b>TOTAL INSTRUCTION HOURS</b> | <b>INSTRUCTION TYPE (100% ONLINE, Hybrid)</b> | <b>MINIMUM CASAS SCORES</b> |
| AWS Cloud Essentials   | This course introduces cloud computing which shifts information systems from on-premises computing infrastructure to highly scalable stable internet base architectures. Students analyze a variety of cloud services (storage, servers, and software applications). This course provides students with: Solid foundation in Cloud Computing, Understanding required to effectively evaluate and assess the business, and technical benefits of cloud computing and cloud applications. The AWS Cloud Computing Fundamentals is intended for students who seek | 75                             | 100% Online; Hybrid                           | Reading - 249<br>Math - 241 |

|                 |  |    |                     |                             |
|-----------------|--|----|---------------------|-----------------------------|
|                 | comprehensive understanding of cloud computing concept, independent of specific technical roles of every aspect of cloud computing. This course will prepare students for the AWS Certification in Cloud Practitioner Exam.  |    |                     |                             |
| AWS SysOps      | AWS Certified SysOps Administrator (Associate) - Associate Level Certification validates your experience in provisioning, operating, and maintaining systems running on Amazon Web Services. It confirms students' ability to identify and gather requirements to define a solution to be built and operated on AWS. AWS SysOps also validates students' ability to provide AWS operations and deployment guidance and recommend best practices throughout the life-cycle of a project. This course will prepare students for the AWS SysOps Certification exam. | 75 | 100% Online; Hybrid | Reading - 249<br>Math - 241 |
| iOS Application | This course introduces the development of iOS applications and Apple applications using Swift programming language. Emphasis is placed on syntax, object-oriented principles, memory management, and functional concepts of Swift programming. Upon completion, students should be able to develop fully functional iOS and Apple applications using Swift programming language. Certification: iOS Developer Certificate  | 75 | In-Person           | Reading - 249<br>Math - 241 |

|                               |   |     |                     |                             |
|-------------------------------|---|-----|---------------------|-----------------------------|
| Computer Technician- A+       | The A+ Computer technician course will teach students the basics to advanced computer operation, repair and troubleshooting of hardware, software and network connectivity. This A+ course, students will install, upgrade, repair, configure, optimize, troubleshoot, and perform preventative maintenance on basic personal computer hardware <sup>[1]</sup> and operating systems. This course is designed for students with basic computer skills who are interested in obtaining a job as a PC technician or desktop support in a professional setting. Possible job environments include mobile or corporate settings with a high level of face-to-face client interaction, remote-based work environment where client interaction, client training, operating systems and connectivity issues are emphasized, or settings with limited customer interaction where hardware and software activities are emphasized. | 117 | 100% Online; Hybrid | Reading - 249<br>Math - 241 |
| Computer Technician- Network+ | The Network+ course teaches the fundamentals to advanced network support administration and addresses the latest skills needed by technicians, such as basic principles on how to set-up a computer network, configure all devices secure a network. The exam covers network technologies, media and topologies, devices, management, tools and security. The course will prepare students for competency in managing, maintaining, troubleshooting, installing and configuring basic network infrastructure.   | 51  | 100% Online; Hybrid | Reading - 249<br>Math - 241 |

|                                    |   |    |                     |                                |
|------------------------------------|---|----|---------------------|--------------------------------|
|                                    | Network+ certification is suited for computer technicians who are searching for a challenging career in the administration and support of complex internetworking environments.   |    |                     |                                |
| Computer Technician-Security+      | The Security+ course helps students build knowledge and professional experience with computer hardware, operating systems, and networks as they acquire the specific skills required to implement basic security services on any type of computer network. Participants in this course will understand the field of network security and how it relates to other areas of information technology. This course also provides the broad-based knowledge necessary to prepare for further study in specialized security fields. This course will prepare students for job responsibilities that include securing network services, network devices, and network traffic. This course will prepare students for the CompTIA Security+ Certification exam. | 72 | 100% Online         | Reading - 249<br>Math - 241    |
| Introduction to Personal Computers | This course will prepare students for a career as an entry-level administrative assistant through classroom instruction and online resources. Students will learn the fundamentals of how to use and navigate Microsoft office Word, PowerPoint, and Excel. Students will learn the importance of use of computers in today's world. Students will learn the following: identify the benefits of using the internet; identify   | 72 | 100% Online; Hybrid | R - (200-234)<br>M - (199-229) |

|  |   |    |           |                             |
|--|---|----|-----------|-----------------------------|
|  | <p>the monitor, keyboard, and mouse; use of the mouse: describe the mouse and its types; explain how to hold the mouse correctly; perform the click functions of the mouse; perform the drag function of the mouse; keyboarding: describe the keyboard and its types; describe the correct hand placement for the keyboard; describe types of keys on the keyboard and use the alphanumeric keys on the keyboard.</p>   |    |           |                             |
| Introduction to Information Technology | <p>Introduction to Information Technology is a survey course in evolving information technology and its relevance to individuals and society. The societal issues stressed in this course include privacy, security, copyright act, freedom of information act, ethics in information technology (IT), ergonomics, Mission: To reduce unemployment and underemployment in the District of Columbia by enhancing the skills of its residents. (*) This syllabus is intended to give the student guidance in what may be covered during the semester and will be followed as closely as possible. However, the professor reserves the right to modify, supplement and make changes as the course needs arise. Page 2 of 7 accessibility, intellectual property, pervasive computing, and other timely topics such as new laws impacting computer use. Becoming fluent in necessary technology applications is integrated into the course. It may include word processing, email and Web browsers,</p> | 50 | In-Person | Reading - 249<br>Math - 241 |

|                 |   |  |                        |                             |
|-----------------|---|--|------------------------|-----------------------------|
|                 | spreadsheets, course management systems, and others. Students with little or no computer experience should consider taking Introduction to Personal Computers course before enrolling in this class. Students with little or no computer experience should consider taking basic computer class, using a Personal Computer, to get the necessary prerequisite skills.   |  |                        |                             |
| IT Fundamentals | <p>The CompTIA IT Fundamentals Certification course is Face-To-Face , expert led, instruction designed to teach students fundamentals of computers and other portable devices. At the completion of this course, students will be able to identify and explain basic computer components, set up a basic workstation, conduct basic software installation, establish basic network connectivity, identify compatibility issues, and identify/prevent basic security risks. Other topics covered in this course include laptops and portable devices, wireless connectivity, security, safety and environmental issues, network configuration and basic troubleshooting skills, and communication skills. Students will be taught and tested on their knowledge in the areas of safety and preventative maintenance of computers. This test (<b>FCO-U51</b>) is intended for students considering a career in IT fields, careers that use computer to facilitate performance, or students who may later decide to take a</p> |  | 100% Online;<br>Hybrid | Reading - 249<br>Math - 241 |

|  |  |    |                     |                             |
|--|--|----|---------------------|-----------------------------|
|  | CompTIA A+ or similar certification course.  |    |                     |                             |
| Microsoft Office Suite: Word and PowerPoint Expert | The Certified Associate in Project Management Certification course illustrates the use of key PMBOK guide tools and techniques through performing numerous actual in-class exercises such as financial evaluation, project selection, charter development, CPM scheduling, earned value, etc. This course provides students the opportunity to learn the basics of project management: how to plan, execute, control and complete projects.  | 51 | 100% Online; Hybrid | Reading - 235<br>Math - 229 |
| Microsoft Office: Word, Excel, and PowerPoint      | Our Microsoft Office training covers a wide range of software titles including Excel, Word, and PowerPoint. Students learn the essentials of Microsoft Office Suite applications: Word, PowerPoint and Excel. This course gives you a basic introduction to MS Office Suite and prepares you for in-depth learning for the more advanced elements of Word, PowerPoint & Excel.<br><b>Microsoft Word:</b> The Word courses will teach the basics – creating, saving, and sharing documents – to more advanced tasks, like tracking changes, line spacing, automating a table of contents, and more.<br><b>Microsoft PowerPoint:</b> In this course students will learn how to create presentations, use themes and layouts, add audio visual components to your presentation, and add animations, print, reuse and copy slides plus more.<br><b>Microsoft Excel:</b> In the Excel course students will learn to create and manage worksheets, | 76 | 100% Online; Hybrid | Reading - 235<br>Math - 229 |

|                        |   |    |                     |                             |
|------------------------|---|----|---------------------|-----------------------------|
|                        | organize data, create tables and make forecasting predictions. During the course students will learn the basic and complex mathematical functions, create and formulas and more.  |    |                     |                             |
| Introduction to Python | Python is a popular programming language created by Guido van Rossum and released in 1991. Python is easy to learn and use and can be used on a server to create web applications. It can be used alongside other software to create workflows, as well as connect to database systems. Python can also read and modify files. Python can be used to handle big data and perform complex mathematical calculations. Most importantly, Python can be used for rapid prototyping, or for production-ready software development. Python runs on an interpreter system, meaning that code can be executed as soon as it is written. Python can be treated in a procedural way, an object-oriented way or a functional way. Python works on different platforms (Windows, Mac, Linux, Raspberry Pi, etc.). Python has a simple syntax similar to the English language, and its syntax allows developers to write programs with fewer lines than some other programming languages | 72 | 100% Online; Hybrid | Reading - 249<br>Math - 241 |
| Project Management     | Specifically, students will learn how to prepare project schedules, develop project measures and approaches to project control, and how to develop, lead and motivate project teams. Certification: Project Management Institute  | 72 | 100% Online; Hybrid | Reading - 249<br>Math - 241 |

|  |   |                                |   |   |
|--|---|--------------------------------|---|---|
|  | (PMI) Certified Associate in Project Management (CAPM)  |                                |   |   |
| <b><i>WDLL General Education Pathway</i></b>   |   |                                |   |   |
| <b>CAREER PATHWAY COURSE</b>                   | <b>COURSE DESCRIPTION</b>   | <b>TOTAL INSTRUCTION HOURS</b> | <b>INSTRUCTION TYPE (100% ONLINE, Hybrid)</b> | <b>MINIMUM CASAS SCORES</b>                     |
| Language Arts fundamentals and Applications    | The Language Arts Skills Development course is designed to help improve participants' reading performance so that they meet the pre-requisites for those WDLL course offerings which have higher level reading requirements.  | 60                             | In-Person; Hybrid; 100% online                | depends on certificate course CASAS requirement |
| Mathematics Fundamentals and Applications      | the Math skills development course is designed to help improve participants' mathematics performance so they meet the pre-requisites for certain WDLl course offerings which have higher level mathematics requirements   | 60                             | In-Person; Hybrid; 100% online                | depends on certificate course CASAS requirement |
| Introduction to Personal Computers for Seniors | The IT for Seniors (Beginning) course introduces the participant to the basic concepts of computer utilization. It includes using computer hardware; sending and receiving email; email attachments; using Microsoft Word; and performing Internet information searches | 60                             | In-Person; Hybrid; 100% online                | N/A   |
| Spanish in the Workplace                       | The Spanish in the Workplace course helps participants bridge the conversation gap between speakers of English and Spanish in the workplace. The course introduces grammatical structures, vocabulary, and information in an interactive manner focusing                | 50                             | In-Person; Hybrid; 100% online                | N/A   |

|   |   |     |                                |     |
|---|---|-----|--------------------------------|-----|
|   | on interactions that might regularly be encountered at work.  |     |                                |     |
| Career Preparation 101                                | This course empowers students with the basic knowledge and understanding to better manage and leverage career goals. Course learning objectives include; completing comprehensive self-assessment activities, including the relation of career interests, skills, and values to long-term career goals and plans; gaining the knowledge and skills to confidently and successfully engage with employers to achieve career and internship search and acquisition activities; learning to research, identify, decide, and evaluate professional opportunities using career development tools such as career mapping and networking; and attaining the ACT, Inc. National Career Readiness Credential (NCRC). | 72  | In-Person; Hybrid; 100% online | N/A |
| Micro-Entrepreneurship 101: Managing Small Businesses | This course provides the introduction of business applications and strategies needed to start and operate a small business. Topics include entrepreneurship preparation, idea feasibility, business plan content, introductory marketing, management, and financial concepts for small businesses. This course learning objectives include but are limited to: understanding the laws, regulations, and compliance requirements of business ownership; starting strategic planning for business ownership goals; and introduces the basic financial knowledge needed to successfully own a business.  | 151 | In-Person; Hybrid; 100% online | N/A |

(e) FY 2022 programmatic needs and programmatic needs for FY 2022; and

**Response:** WDLL requires resources to establish high demand pathways. funding to start additional in-demand course offerings as follows:

- Construction Pathway:
  - Establishment of the automotive technician program to be launched by no later than in early 2023
  - Establishment of green building infrastructure certification program to be launched by no later than early 2023
  - Funding to purchase smart construction buildings to enhance all construction simulations and training
  - Additional funding to hire other support staff to manage new programs
  - Additional funding to purchase related equipment for both new programs
- Early Childhood Education Pathway:
  - Funding to hire Pathway Director, Coordinator, and Administrative Assistants
- Information Technology Pathway:
  - Funding to establish database management certification program
  - Funding to enhance the Apple coding community
  - Funding to hire additional administrative staff to support growing offerings

(f) Top 3 program priorities for FY 2021 and FY 2022.

**Response:** Below are the top three programmatic priorities for the WDLL program

- Launch of the new "Public Health Information Technology" certification and degree program collaboration with Howard University
- Launch of the green infrastructure building operations certification program
- Funding to hire Pathway Director, Coordinator, and Administrative Assistants for the Early Childhood Education Pathway.

49. (a) Please explain how the University determines its retention rate for the flagship and the community college, including the workforce development program.

**Response:** We follow the U.S. Department of Education (Integrated Postsecondary Education Data System) IPEDS standard for measuring retention. Therefore, the University uses the following definition:

Retention rate: A measure of the rate at which students persist in their educational program at an institution, expressed as a percentage. For four-year institutions, this is the percentage of first-time Bachelor's (or equivalent) degree-seeking undergraduates from the previous fall who are again enrolled in the current fall. For all other institutions this is the percentage of first-time degree/certificate-seeking students from the previous fall who either re-enrolled or successfully completed their program by the current fall.

(b) Please provide the retention rates for the flagship and the community college, including workforce development, for Academic Years 2017-2018, 2018-2019, 2019-2020, and 2020-2021 (to date).

**Response:**

| Percent of First-Time-in-College Retained |              |              |              |              |              |
|---|--------------|--------------|--------------|--------------|--------------|
|   | Fall<br>2017 | Fall<br>2018 | Fall<br>2019 | Fall<br>2020 | Fall<br>2021 |
| Flagship                                  | 71%          | 59%          | 66%          | 69%          | 51%          |
| CC  | 47%          | 47%          | 46%          | 52%          | 40%          |
| Overall                                   | 54%          | 51%          | 54%          | 58%          | 44%          |

(c) Please detail what steps the University plans to take over the next three academic years to increase retention rates? If they vary, explain the strategies for: a) the flagship, b) the Community College, and c) workforce development.

**Response:** The University plans to continue to improve the systems and programs that it put in place last year, such as:

#### **Navigate (EAB)**

In 2017, the University invested in Navigate (EAB) – a student information platform – to assist academic advisors with better management of their students. The Student Success Center (“Center”) migrated from a general advising system to a case management system where student success advisors were assigned certain majors and encouraged to meet with their advisees three times per semester. While students generally schedule appointments with their advisors, advisors also accommodate students who do not schedule appointments and “walk-in” to the Center. The advisors maintain a strict regimen in managing their caseloads. They are aware of which students are enrolled, the students who are at risk of failing, and those who have not returned.

The Navigate Mobile app has also been launched and is available to students. It serves as a one stop platform from admission to graduation. Student may view all onboarding steps and status, holds on their account, register for classes, receive referrals, schedule appointments etc. Additionally, the University is planning to expand this platform to allow for one click registration beginning in Fall 2022. This will make it much easier for students to reenroll, thereby eliminating one barrier to retention.

#### **Early Alert System**

In Fall 2019, UDC piloted the Early Alert system with certain first year classes. This system was launched to identify certain high-risk behaviors displayed by students early in the semester. Once faculty identified the students who were high-risk, students’ names were sent to UDC’s academic advisors or tutoring centers for intervention. These students were contacted to identify barriers that impeded their ability to be academically successful.

The classes that were selected reflected a response rate of approximately 72%, meaning approximately 72% of the professors who were notified that their students were displaying high risk behaviors intervened. The University is continuing this initiative and has expanded it each year. The Chief Academic Officer and Assistant Vice President of Student Success will continue to work diligently to ensure faculty are aligned with this initiative and to produce better response rates from faculty.

### Case Management Model

In the Case Management model, academic advisors are charged with retaining 90% of their caseload. Although the retention rate ranges from 72-80% at the Community College and from 73-99% at the four-year, the University is hopeful that the retention rate will reach the requisite 90% given the increased attention on student retention in the Office of Student Success and Development, the implementation of the Case Management model, and the mandatory touch points during the semester.

### Payment Reconciliation Process

Enrollment Services and the Office of Student Accounts has implemented a payment reconciliation process that is designed to identify outstanding balances, as well as students out of compliance with UDC's attendance policy. Previously, if a student had any outstanding balance with the University, the student would have been blocked from registering for the next semester's classes. Since this policy prevented a significant number of students from being able to register for classes, the University has implemented a new balance threshold to allow students to register sooner. If a student can satisfy his or her balance or now pay it down so that s/he owes \$1,500 or less, the hold on his or her account will be removed, allowing the student to register for the upcoming semester. Those students who do not meet the criteria – for example, having an outstanding balance that exceeds \$1,500 or not complying with the attendance requirements — will have their schedules deleted and be disenrolled from the University. Prior to being disenrolled, students are contacted concerning their balances and encouraged to take the necessary steps to resolve their accounts via the tuition management system, financial aid awards, or any other forms of payment.

50. (a) Please explain how the University determines the graduation rate for the flagship and the community college.

**Response:** Based on the definition on the Department of Education Integrated Postsecondary Education Data System (IPEDS), the university graduation rate (GR) is defined as follows: Graduation rate is percentage of first-time, full-time, degree/certificate-seeking undergraduate students in a particular year (fall term cohort) finishing their degrees within 150 percent of normal time to completion starting from the cohort year, which for a bachelor's degree is six years. For an Associate degree, it is a three-year graduation rate.

- (b) Please provide the graduation rates for the flagship and the community college for Academic Years 2017-2018, 2018-2019, 2019-2020, and 2020-2021.

**Response:**

**First Time Full Time 6 Year  
Graduation Rates for Bachelor Level**

|   | Fall 2011 Cohort<br>IPEDS:2017-18 | Fall 2012 Cohort<br>IPEDS:2018-19 | Fall 2013 Cohort<br>IPEDS:2019-20 | Fall 2014 Cohort<br>IPEDS:2020-21 | Fall 2015 Cohort<br>IPEDS:2021-22 |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Graduation Rate for Bachelor's cohort                                   | 44%                               | 45%                               | 24%                               | 42%                               | 44%                               |
| Total Number of Bachelor's Degree Completers within 150% of normal time | 37                                | 43                                | 25                                | 39                                | 45                                |
| Total Number of Students in the Adjusted Cohort                         | 84                                | 96                                | 103                               | 92                                | 103                               |

**First Time Full Time 3 Year  
Graduation Rates for Associate**

|  | Fall 2011 Cohort<br>IPEDS:2017-18 | Fall 2012 Cohort<br>IPEDS:2018-19 | Fall 2013 Cohort<br>IPEDS:2019-20 | Fall 2014 Cohort<br>IPEDS:2020-21 | Fall 2015 Cohort<br>IPEDS:2021-22 |
|--|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Graduation Rate for Associate's cohort                                   | 6%                                | 5%                                | 4%                                | 6%                                | 9%                                |
| Total Number of Associate's Degree Completers within 150% of normal time | 15                                | 5                                 | 6                                 | 6                                 | 10                                |
| Total Number of Students in the Adjusted Cohort                          | 243                               | 108                               | 138                               | 105                               | 117                               |

**Overall Graduation Rate**

|   | Fall 2011 Cohort<br>IPEDS:2017-18 | Fall 2012 Cohort<br>IPEDS:2018-19 | Fall 2013 Cohort<br>IPEDS:2019-20 | Fall 2014 Cohort<br>IPEDS:2020-21 | Fall 2015 Cohort<br>IPEDS:2021-22 |
|---|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| Graduation Rate for all Cohort Students               | 16%                               | 24%                               | 13%                               | 23%                               | 25%                               |
| Total Number of Completers within 150% of normal time | 52                                | 48                                | 31                                | 45                                | 55                                |
| Total Number of Students in the Adjusted Cohort       | 327                               | 204                               | 241                               | 197                               | 220                               |

(c) Please provide the completion rate for the flagship and the community college for Academic Years 2017-2018, 2018-2019, 2019-2020, and 2020-2021.

**Response:** Below are the completion counts for the Community College, undergraduate, graduate, and David A. Clarke School of Law. Please note that IPEDS only collects **completion counts** and not completion rates. While the University has calculated the completion rates for the prior academic year, it is now solely collecting the completion counts since that is the requested IPEDS data.

| Completion Counts |            |            |            |            |
|-------------------|------------|------------|------------|------------|
|                   | 2017-2018  | 2018-2019  | 2019-2020  | 2020-2021  |
| UDC-CC            | 176        | 195        | 223        | 205        |
| Undergraduate     | 340        | 387        | 378        | 378        |
| Graduate          | 114        | 133        | 160        | 130        |
| Law School        | 67         | 65         | 78         | 48         |
| <b>Total</b>      | <b>697</b> | <b>780</b> | <b>839</b> | <b>761</b> |

(d) Please explain the reason(s) for the difference between the University's completion rate and the graduation rate for each of these entities (the flagship and the community college).

**Response:** As noted above, the University uses the IPEDS definition for graduation rate. This definition only speaks to students who are began as first-time, full time students, and it only captures those students who graduate "on time," which is within six years if seeking a bachelor's degree and within three years if seeking an Associate degree. Additionally, IPEDS

has begun collecting the completion counts. The University measures its completion count as follows:

- For a bachelor's degree, the completion count pertains to the number of bachelor's degree seeking students that were senior status in Fall of 2020 and completed their degree by Summer 2021; and
- For an Associate degree, the completion count pertains to the number of associate degree seeking students that were sophomore status in Fall 2020 and completed their degree by Summer 2021.

Notably, while IPEDS does not measure a completion rate, it does measure the number of completers at a university/college.

51. What steps is the University taking to increase its graduation rate and completion rate for the flagship?

**Response:** To increase our graduation rate and completion rate, the University is continuing with a number of programs that we discussed in our performance oversight responses last year, such as our Student Achievement Center, our grant-funded Peer Advisor Program, peer led registration hotlines and tutorials, call campaigns, placing mandatory advising holds for all students prior to registering to ensure that have met with their professional or faculty advisor, the District of Columbia University Partnership Learning Community, and the grant-funded Firebird Rewards Program. Additionally, the Academic Affairs division continues to do the following each year: review curriculum maps, advising models, time to degree completion, and course audits in order to assist students with timely registration and course sequencing. Moreover, given that the University needs to retain students in order for them to graduate, many of the steps discussed in response to Question 49(c) are also relevant here and are being employed by the University to increase our graduation/completion rate. In addition to all of those efforts, the University is also doing the following:

- Pre-Student Advising Sessions (PSA) – The Pre-Student Advising sessions have been developed to address the needs of the UDC student population and to help them register for classes. Each PSA is a live session (face to face and in-person) in which student peer advisors and student success advisors explain the various processes and how to complete them. Doing so assists new students as soon as they are accepted, through registration, and into the first day of class.
- Support Care Network – The UDC Student Success Support Care Network utilizes shared process and technology to ensure that the different offices across campus are mutually committed to meeting students' needs with minimum hassle. UDC knows that our students are juggling a multitude of responsibilities and need streamlined, efficient processes. If students have to run all around campus just to enroll or persist, they are less willing to do so, which translates to a lower retention rate, and ultimately a lower graduation or completion rate. Thus, the Support Care Network solves two key challenges related to the student experience: 1) it ensures the whole campus shares responsibility for student care and; 2) it makes the experience seamless for the student.
- Virtual Transfer Center – Beginning in Spring 2022, UDC will create an online virtual transfer center that will help transfer students with the onboarding and registration process so that they have a smooth transfer experience. From filling out the application for admission and searching for transfer scholarships and aid, to transferring credits and registration, the Virtual Transfer Center will be a one-stop shop for prospective and accepted transfer students. With UDC's focus on recruiting more transfer students, the University needs such a center and is hopeful that it will assist in increasing enrollment, retention, and degree completion.

- First Year Experience (FYRE) – FYRE supports students new to UDC as they begin their journey through the Firebird Experience. Through completion of activities such as freshman book common read, guest speakers, essay contest and other experiences, this university-wide initiative, and co-curricular program, will help students navigate UDC, transition into college life (both inside and outside of the classroom environment), and establish skills that will benefit their success at UDC, in their chosen career field, and beyond.

52. What steps is the University taking to increase its graduation rate and completion rate for the Community College?

**Response:** In addition to the strategies discussed above in response to question 51, the University is also doing the following to increase the graduation and completion rates for the Community College:

- Academic Affairs is reviewing the specifics to launch an expanded credit for prior learning (up to 18 credit hours at UDC-CC) initiative in Fall 2022. This initiative is specifically geared toward nursing and IT degrees/credentials and was included by the Council's Committee on Labor and Workforce Development in the Fiscal Year 2022 budget.
- Academic Affairs is reviewing the specifics to begin a non-academic credit (WDLI industry certification) conversion for academic credit initiative (UDC-CC, up to 6 credit hours) for in Fall 2022.

53. Please describe each initiative, if any, that UDC is planning to implement or is currently implementing with District of Columbia Public Schools (DCPS) or public charter schools in the District.

**Response:** UDC collaborates with both DCPS and the DC public charter schools (DCPCS). Specifically, UDC is doing the following:

- **Dual Enrollment Program** — UDC offers dual enrollment through the OSSE program. Currently, the University is expanding the program by doubling the seats for both DCPS/public charter school students to a total of 100 at the Van Ness location and 100 at the Community College. Additionally, UDC has recently updated our articulated credits and have begun establishing articulation agreements. Approximately 30 high school courses in various disciplines articulate to courses in degree programs at the University. UDC is working closely with DCPS and DCPCS high schools to develop articulation agreements between the schools and the University. These articulation agreements will allow students to matriculate into the University with college credits earned while in high school, thereby reducing the cost and time to completion.
- **DCPS Persist Program** – This program provides college-bound DCPS graduates with a support network to help them succeed in college. Coaches will check in with students regularly throughout the first year of college and serve as an additional resource if students have questions or challenges.
- **Admission Caravan** – This is an onsite admissions day, during which the University awards scholarships to eligible students and introduces them to student life at UDC.

- **Reaching Excellence in Academics and Leadership (REAL) Deal Summer Bridge program:** A free pilot program for 24 DCPS and DCPCS first-time, in college students. Students were grouped into four cohorts of six students each, and each student was enrolled in two college courses for credit. Students were provided a UDC faculty advisor and one stop support: enrollment, transcript review, major interest, pre-testing, advising, registration, progress monitoring, twice-weekly cohort chats, tutoring, and supplemental instruction and midterm review). Thus far, there have been two classes of REAL.
- **Equity Imperative Developing America's Workforce Nucleus (DAWN): (C-16 Equity Academy) Anacostia High School DCPS School Redesign Project:** UDC, the District Department of Energy and the Environment, Anacostia High School, and DCPS signed a Memorandum of Agreement (MOA) in May 2020. The MOA provides that DOEE and UDC will serve as anchor partners to DCPS to provide educational programming, teacher professional development, student mentorship opportunities, and other resources to support the environmental, civil engineering, public leadership, and social justice focused goals (the “Project”). Despite the pandemic, the parties have conducted monthly meetings and other planning sessions to prepare for the full implementation of the Project. As an additional support for the Project, UDC is working with community organizations, corporate partners, and, in the future, parents to understand community needs to ensure student success. Also, the University is in the process of recruiting a C2 Equity Academic Director who will work directly in Anacostia.
- **Career and Technical Education (CTE):** UDC-CC collaborates with the Office of the State Superintendent of Education (OSSE) CTE program to enhance program development and implementation of the 17 CTE-related degree programs. Funds from CTE have allowed UDC-CC to strengthen program delivery using state-of-the-art technology, pay for students to take industry-recognized certificate exams for the related degree programs, and hire instructors who have extensive experience in the discipline, specifically IT. In addition, CTE funds are also used to cover the cost of the certification exams in Mortuary Science, Nursing, Respiratory Therapy, and Aviation. Further, in Fall 2022, the degree program in Information Technology will be launched, and funds will be used to support the design of a Cybersecurity Center and a Networking lab that will help immerse students in activities that will help them acquire knowledge and skills in these areas.

54. The Teacher Preparation Emergency Amendment Act of 2021 requires OSSE to establish, in collaboration with UDC, District university grantees, and the District’s LEAs, a dual pathway “Grow Your Own” Teacher Preparation Support Program for the purpose of educating, training, and providing financial support to public high school dual enrollment students, public high school graduates, and paraprofessionals to become licensed teachers at DCPS schools or certified teachers at District public charter schools. Please provide an update to this program.

**Response:** The UDC Pathways to Teaching Program (UDC-PTP) aims to identify, recruit, and support at least fifty candidates who will become licensed teachers-of-record in public schools located in the District. To that end, the program seeks to address some of the most pressing issues impacting the D.C. educational landscape — a dearth of high school students entering the teaching profession, the need for more male educators, and low pass rates on required licensing exams. Addressing these challenges requires a systematic, long-range plan.

#### Partnerships

To bring the partnerships and program to fruition, UDC will partner with Educators Rising and Fletcher Education Solutions:

- Educators Rising is a division of Phi Delta Kappa International (PDK), a professional organization for educators. Educators Rising will provide a two-year curriculum for students and training for faculty. The courses will be offered to candidates in the dual enrollment pathway and undergraduate males in the male initiative pathway, and they are met to introduce candidates to the teaching profession. In addition, membership in Educators Rising provides candidates the opportunity to build a network with other future educators from around the country.
- Fletcher Education Solutions is a woman-owned, minority-owned business that specializes in preparing educators and future educators to pass the Praxis licensing exams. Fletcher Education Solutions provides a highly structured Praxis prep intensive that includes weekly online instruction with a tutor, individualized study plans, and comprehensive individualized reports that target students' weak areas. Fletcher Education Solutions will offer both Praxis CORE and Praxis II Content instruction.

Milestones: The table below outlines the initial planning process milestones:

| <i><b>Milestone</b></i>  | <i><b>Status Details</b></i> | <i><b>Expected Date of Completion</b></i> |
|--|------------------------------|---|
| Develop education faculty and staff job descriptions for 4 FTE positions and approved  | Completed                    | December 15, 2021                         |
| Post positions and begin the recruitment   | In-Process                   | January-April, 2022                       |
| Develop framework, application, selection criteria, and requirements for Grow Your Own program                                 | In-Process                   | February 28, 2022                         |
| Develop spending plan for distribution of funding for currently enrolled education students who meet eligibility (Spring 2022) | In-Process                   | February 28, 2022                         |
| Identify and hire consultants for Praxis Prep Institute and summer bootcamp  | In-Process                   | March 30, 2022                            |
| Apply available funding towards tuition, fees, books for eligible existing students who demonstrate need                       | In-Process                   | March 30, 2022                            |
| Develop MOU strategy with DCPC/DCPCS   | In-Process                   | April 1, 2022                             |

| <i>Milestone</i>  | <i>Status Details</i> | <i>Expected Date of Completion</i> |
|---|-----------------------|------------------------------------|
| for Grow Your Own program (Dual Enrollment, Paraprofessionals and Male Educator Focus)  |                       |                                    |
| Finalize marketing and recruitment plan and materials for Grow Your Own program   | In-Process            | April 1, 2022                      |
| Begin marketing and recruitment for Summer and Fall 2022  | Planning is underway  | April-June, 2022                   |
| Begin recruitment of participant summer Praxis Prep Institute from current eligible UDC students  | Planning is underway  | April 15, 2022                     |
| Begin recruitment and interviews of peer education leaders for mentoring and coaching, training, and support of new participants in Grow Your Own program | Planning is underway  | April 30, 2022                     |
| Interview and hire Education Advisor/Program Coordinator  | In-Process            | April 15, 2022                     |
| Interview and hire 3 FTE faculty positions with specialization in urban education, bilingual education, and special education                             | In-Process            | May 15, 2022                       |
| Onboard Education Advisor/Program Coordinator   | Currently recruiting  | June 1, 2022                       |
| Launch Summer Praxis Prep Institute   | In-development        | June 15, 2022                      |
| Plan and launch orientation Program for Grown Your Own program participants   | Planning is underway  | June 30, 2022                      |
| Onboard Education Professors  | Currently recruiting  | August 1, 2022                     |

| <i>Milestone</i>            | <i>Status Details</i> | <i>Expected Date of Completion</i> |
|-----------------------------|-----------------------|------------------------------------|
| Official Launch of Cohort 1 | In-Process            | August 15, 2022                    |

55. Describe the plan and status of developing a Violence Interrupter certificate program at UDC. Please include a description of the program, expected length of the program, number of expected students and anticipated launch date.

**Response:** UDC has been tapped to develop a four-week hybrid certification program for the District's Gun Violence Prevention initiative. Dr. Jason Willis will lead the curriculum's overall design and incorporate insights, information, and consideration of theories, strategies, applications, and community practices with inputs from UDC faculty, recommended local experts, and participating DC government agencies (employing Violence Interrupters). The hybrid non-academic certification will be offered at UDC and begin in March/April 2022. It is targeted to train cohorts of Violence Interrupters (250-300 District employees).

The courses will leverage criminal justice, restorative justice, professional counselors/social workers, and content experts in DC and beyond. The final curricular design and certification program will be evidence-based and incorporate:

- Common language
- Field experiences
- Guest speakers
- Case studies/simulations

The table below outlines the initial planning process milestones:

| <i>Milestone</i>   | <i>Status Details</i>  | <i>Expected Date of Completion</i> |
|--|--|------------------------------------|
| Hire a consultant to design a curricular framework                     | Completed  | September 1, 2021                  |
| Develop curricular framework   | Completed  | December 31, 2021                  |
| Upload certification into learning management system                   | In-Process   | January 31, 2022                   |
| Develop Project Director and Project Coordinator position descriptions | Completed  | September 30, 2021                 |
| Recruit for positions  | Completed Director search; Interviewing Coordinator position February 2-3, 2022    | December 31, 2021                  |
| Onboard staff  | Director onboarded January 18, 2022; Coordinator to be onboarded February 18, 2022 | January 31, 2022                   |
| Recruit participants   | In-Process; working with DC Agencies   | February 28, 2022                  |

|                                    |                    |                |
|------------------------------------|--------------------|----------------|
| Launch 4-week hybrid certification | On-track to launch | March 31, 2022 |
|------------------------------------|--------------------|----------------|

56. What percentage of students entering the flagship or community college require remediation education to be college-ready? Provide data for this year and each of the two previous academic years. What percentage of these students graduated from DCPS? DC public charter schools?

**Response:** Remediation or developmental studies are only offered at the Community College. To calculate the remedial course percentage for Academic Year 2021-2022, the first time in college enrollment data was compared to the number of first time in college students enrolled in remedial or developmental studies in Fall 2021. Please note that since students requiring remediation or developmental studies courses attend the Community College and since the enrollment for the Community College is down for Academic Year 2021-2022., the University believes that the drop in percentage for this academic year is directly proportional (i.e. less students enrolled in Community College and thus less students who require remediation.)

Academic Year 2021-2022

Percentage of students that required developmental studies: 26%

- Percentage that graduated from DCPS: 31%
- Percentage that graduated from DC Public Charter Schools: 18%

Academic Year 2020-21

Percentage of students that required developmental studies: 49%

- Percentage that graduated from DCPS: 23%
- Percentage that graduated for DC Public Charter Schools: 14%

Academic Year 2019-20

Percentage of students that required developmental studies: 76%

- Percentage that graduated from DCPS: 43%
- Percentage that graduated for DC Public Charter Schools: 25%

57. Please provide a breakdown of how many students have transferred to the flagship, and to the community college from other institutions of higher learning, beginning with academic year 2018-2019. Include in your response:

**Response:**

| Term      | # Transfer Students |
|-----------|---------------------|
| Fall 2018 | 324                 |
| Fall 2019 | 290                 |
| Fall 2020 | 173                 |
| Fall 2021 | 158                 |

- a) the average number of credit hours an individual has when he or she transfers into the flagship or community college;

**Response:** On average, an individual has 28 credit hours when s/he transfers into UDC.

b) a list of the top ten institutions from which students transfer and the total number of students from each of those institutions annually;

**Response:**

| <b>Fall 2018</b>                               | <b>Transfer to CC</b> |
|--|-----------------------|
| Prince George's Community College              | 12                    |
| Montgomery College (Maryland)                  | 11                    |
| All Previous College/Instituto                 | 9                     |
| Trinity Washington University                  | 7                     |
| Virginia State University                      | 6                     |
| Morgan State University                        | 5                     |
| Northern Virginia Community College            | 5                     |
| Ethiopia (College)                             | 4                     |
| Montgomery College Rockville                   | 3                     |
| Northern Virginia Community College Alexandria | 3                     |

| <b>Fall 2018</b>                    | <b>Transfer to Flagship</b> |
|-------------------------------------|-----------------------------|
| Montgomery College (Maryland)       | 12                          |
| All Previous College/Institutions   | 9                           |
| Advanced Placement                  | 5                           |
| Prince George's Community College   | 4                           |
| Bennett College NC                  | 3                           |
| Brookdale Community College         | 3                           |
| Howard University                   | 3                           |
| Montgomery College Rockville        | 3                           |
| Northern Virginia Community College | 3                           |
| Us Military                         | 3                           |

| <b>Fall 2019</b>                               | <b>Transfer to CC</b> |
|--|-----------------------|
| Prince George's Community College              | 11                    |
| Montgomery College (Maryland)                  | 9                     |
| Trinity Washington University                  | 8                     |
| Howard University                              | 5                     |
| Norfolk State University                       | 5                     |
| Northern Virginia Community College Alexandria | 5                     |
| Northern Virginia Community College            | 4                     |
| American University DC                         | 3                     |
| Bowie State University                         | 3                     |

|   |   |
|---|---|
| Northern Virginia Community College - Annandale | 3 |
|---|---|

| <b>Fall 2019</b>                               | <b>Transfer to Flagship</b> |
|--|-----------------------------|
| Montgomery College (Maryland)                  | 12                          |
| Advanced Placement Test                        | 5                           |
| Montgomery College Rockville                   | 5                           |
| Northern Virginia Community College Alexandria | 5                           |
| Prince George's Community College              | 5                           |
| North Carolina Central University              | 3                           |
| Northern Virginia Community College            | 3                           |
| Advance Placement                              | 2                           |
| Previous College/Institutions                  | 2                           |
| Brazil (College)                               | 2                           |

| <b>Fall 2020</b>                       | <b>Transfer to CC</b> |
|--|-----------------------|
| Prince George's Community College      | 9                     |
| Montgomery College (Maryland)          | 3                     |
| Bowie State University                 | 3                     |
| University Maryland University College | 2                     |
| Temple University                      | 2                     |
| Shaw University                        | 2                     |
| Montgomery College Rockville           | 2                     |
| Delaware State University              | 2                     |
| Previous College/Institution           | 2                     |
| Western Wyoming Community College      | 1                     |

| <b>Fall 2020</b>                    | <b>Transfer to Flagship</b> |
|-------------------------------------|-----------------------------|
| Montgomery College (Maryland)       | 13                          |
| Prince George's Community College   | 5                           |
| Montgomery College Rockville        | 4                           |
| Northern Virginia Community College | 4                           |

| <b>Fall 2020</b>             | <b>Transfer to Flagship</b> |
|------------------------------|-----------------------------|
| Norfolk State University     | 3                           |
| Virginia State University    | 3                           |
| Ashford University           | 2                           |
| George Washington University | 2                           |

| <b>Fall 2021</b>                                | <b>Transfer to CC</b> |
|---|-----------------------|
| Prince George's Community College               | 8                     |
| Montgomery College (Maryland)                   | 6                     |
| Community College Baltimore County              | 2                     |
| Montgomery College Rockville                    | 2                     |
| Norfolk State University                        | 2                     |
| Northern Virginia Community College             | 2                     |
| US Military                                     | 2                     |
| Baltimore City Community College Liberty Campus | 1                     |
| Bel-Rea Institute Animal Tech                   | 1                     |
| Bowie State University                          | 1                     |

| <b>Fall 2021</b>                               | <b>Transfer to Flagship</b> |
|--|-----------------------------|
| Montgomery College (Maryland)                  | 8                           |
| Northern Virginia Community College            | 7                           |
| American University DC                         | 3                           |
| Montgomery College Rockville                   | 3                           |
| Northern Virginia Community College Alexandria | 3                           |
| Prince George's Community College              | 3                           |
| Coppin State College                           | 2                           |
| Essex Community College                        | 2                           |
| Howard Community College                       | 2                           |

c) the percentage of transfer students who received DC TAG funds prior to transferring to the University; and

**Response:** The University does not have access to the DCTAG database. We are working on comprehensive data sharing agreement with OSSE in which this data may be procured in the future.

d) the average amount of debt students have incurred before transferring to the University.

**Response:** The average loan indebtedness for students who transfer into UDC is \$12,985.

58. Please provide the number and percentage of faculty tenured, adjunct, and other beginning with academic year 2019-2020, broken down by: a) law school; b) flagship; and c) Community College.

**Response:** Please see below. Please note that the faculty listed as tenured, tenure track, and non-tenure track represent the regular full-time, continuing faculty at the flagship, Community College, and the David A. Clarke School of Law.

| 2019 - 2020            | Flagship                            | Community College                   | Law School                       | Total                               |
|------------------------|-------------------------------------|-------------------------------------|----------------------------------|-------------------------------------|
| Tenured                | 68 (47%)                            | 16 (31%)                            | 20 (67%)                         | 104 (47%)                           |
| Tenure Track           | 65 (46%)                            | 37 (69%)                            | 6 (20%)                          | 108 (48%)                           |
| Non-Tenure Track       | 9 (6%)                              | 0                                   | 4 (13%)                          | 13 (5%)                             |
| <b>Total Full-Time</b> | <b>142</b>                          | <b>53</b>                           | <b>30</b>                        | <b>225</b>                          |
| Visiting               | 14                                  | 1                                   | 1                                | 16                                  |
| Adjunct Faculty        | Fall 208<br>Spring 227<br>Total 435 | Fall 127<br>Spring 178<br>Total 305 | Fall 32<br>Spring 24<br>Total 56 | Fall 367<br>Spring 429<br>Total 796 |
| WDLL Adjunct Faculty   |                                     | Fall 67<br>Spring 81<br>Total 148   |                                  | Fall 67<br>Spring 81<br>Total 148   |

| 2020 - 2021          | Flagship                            | Community College                   | Law School                       | Total                               |
|----------------------|-------------------------------------|-------------------------------------|----------------------------------|-------------------------------------|
| Tenured              | 67 (45%)                            | 15 (31%)                            | 20 (67%)                         | 102 (45%)                           |
| Tenure Track         | 71 (48%)                            | 33 (69%)                            | 9 (30%)                          | 113 (50%)                           |
| Non-Tenure Track     | 11 (7%)                             | 0                                   | 1 (3%)                           | 13 (5%)                             |
| <b>Total</b>         | <b>149</b>                          | <b>48</b>                           | <b>30</b>                        | <b>227</b>                          |
| Visiting             | 10                                  | 3                                   | 1                                | 14                                  |
| Adjunct Faculty      | Fall 201<br>Spring 218<br>Total 419 | Fall 135<br>Spring 121<br>Total 256 | Fall 15<br>Spring 16<br>Total 31 | Fall 351<br>Spring 355<br>Total 706 |
| WDLL Adjunct Faculty |                                     | Fall 51<br>Spring 51<br>Total 102   |                                  | Fall 51<br>Spring 51<br>Total 102   |

| 2021 – 2022 (Fall Only) | Flagship | Community College | Law School | Total |
|-------------------------|----------|-------------------|------------|-------|
|-------------------------|----------|-------------------|------------|-------|

|                      |                             |                             |                            |                             |
|----------------------|-----------------------------|-----------------------------|----------------------------|-----------------------------|
| Tenured              | 66 (43%)                    | 14 (33%)                    | 19 (66%)                   | 99 (44%)                    |
| Tenure Track         | 76 (49%)                    | 29 (67%)                    | 9 (31%)                    | 114 (50%)                   |
| Non-Tenure Track     | 13 (8%)                     | 0                           | 1 (3%)                     | 14 (6%)                     |
| <b>Total</b>         | <b>155</b>                  | <b>43</b>                   | <b>29</b>                  | <b>227</b>                  |
| Visiting             | 9                           | 4                           | 0                          | 13                          |
| Adjunct Faculty      | Fall 207<br>Spring<br>Total | Fall 123<br>Spring<br>Total | Fall 14<br>Spring<br>Total | Fall 344<br>Spring<br>Total |
| WDLL Adjunct Faculty |                             | Fall 46<br>Spring<br>Total  |                            | Fall 46<br>Spring<br>Total  |

59. (a) Please describe what efforts the University has taken during FY 2020, FY 2021, and FY 2022 (to date) to fundraise. Include the amounts raised and a detailed description of the initiatives both the University and the UDC Foundation have undertaken to increase fundraising. To the extent that donations are given to the law school, or targeted to the flagship or specific program, give that breakdown, too.

**Response:** UDC has two main entities that fundraise for the University – the University’s Office of Advancement and the UDC Foundation. These two entities pursue their fundraising objectives through a variety of tools and appeal initiatives each year. We detail each below:

- Annual Campaigns** - We conduct three annual appeals, explained below, each year with the help of fundraising marketing vendor, EAB. We work with EAB to develop: 1) the deployment timeline; 2) appeal theme; and 3) content for direct mail, email and digital social media ads.
  - 1) Calendar Year End Appeal (CYE)** – This campaign kicks off on Giving Tuesday, in late November, and runs until December 31. This is our largest campaign with 10,000 direct mail letters, emails to 16,600 unique contacts, and digital social media ads to an audience of 21,268 alumni. Letters and email are customized for seven audience and strategy segments. The 2019 CYE Appeal yielded 98 gifts totaling \$27,320. The 2020 CYE Appeal yielded 426 gifts totaling \$72,412. The 2021 CYE Appeal yielded 386 gifts totaling \$110,777.
  - 2) Annual Week of Giving** – This campaign takes place in the fourth week of March and is scheduled as a “last push” for the DC Council Match Challenge. 2021 activities included a direct mail to 700 donors, email blasts to 13,098 unique contacts, and video conference presentations during the week of March 21-27 by the School of Engineering & Applied Sciences (SEAS), the College of Arts and Sciences (CAS), the School of Business & Public Administration (SBPA), and the College of Agriculture, Urban Sustainability, and Environmental Sciences (CAUSES). The first “Week of Giving” was held in 2019 and yielded 85 gifts totaling \$22,355. The 2020 “Week of Giving” yielded 170 gifts totaling \$34,834. The 2021 Week of Giving yielded 244 gifts totaling \$42,516. The significant increase was due to the active participation of the academic deans and their departments.
  - 3) Fiscal Year End Appeal (FYE)** – This campaign closes out the fiscal year and is targeted to past donors who have yet to give in the current fiscal year. This campaign consists of 1,000 direct mail letters, emails to 14,304 unique contacts, and digital social

media ads to an audience of 21,268 alumni. Letters and emails are customized for five audience and strategy segments. The 2020 FYE Appeal yielded 71 gifts totaling \$8,180. The 2021 FYE Appeal yielded 157 gifts totaling \$41,837.

- **Major and Planned Gifts** - In fiscal year 2020 we secured 34 major gifts for a total of \$2,544,189, while in fiscal year 2021, we received 33 major gifts for a total of \$2,750,000. In the first quarter of fiscal year 2022 – thanks primarily to a \$2 million leadership gift from an anonymous donor – UDC has received major 17 gifts for a total of \$2,759,200.
- **DC Council Match Challenge** – The DC Council Match Challenge has been UDC’s most successful fundraising tool, as the University has used the challenge to inspire and leverage private sector giving across all our initiatives. Proceeds from the match have enabled UDC to grow its endowment, expand our scholarship offerings to students, and increase the pool of unrestricted dollars, which are the hardest funds to raise. The University has been able to hold its fundraising steady during the last two years despite the continuing COVID-19 pandemic and the nation’s slow economic recovery. The figures below show that the UDC Foundation continues to shoulder a greater share of the University’s overall fundraising efforts. One large reason for this is increased corporate support, growing participation from alumni, staff, and friends, and the motivating factor of the DC Council match challenge. A total of was \$2,419,840 raised from the private sector from May 1, 2020 to April 1, 2021, enabling the University to meet the match challenge for a fourth consecutive year and receive the full \$1,500,000 match for 2021. The charts below summarize the fundraising results from FY20 to FY22 (to date). Please note that these results should not be compared with the other analyses described above, as they cover different time periods and include private funds raised from other departments.

#### DC Council Match Challenge Results

| FY20                         | No. of Gifts | Total Raised       | Percentage  |
|------------------------------|--------------|--------------------|-------------|
| UDC Foundation               | 999          | \$1,014,436        | 50%         |
| Office of Sponsored Programs | 4            | \$456,226          | 23%         |
| DC School of Law             | 517          | \$536,549          | 27%         |
| <b>Total</b>                 | <b>1520</b>  | <b>\$2,007,210</b> | <b>100%</b> |

| FY21                         | No. of Gifts | Total Raised       | Percentage  |
|------------------------------|--------------|--------------------|-------------|
| UDC Foundation               | 1238         | \$1,496,629        | 62%         |
| Office of Sponsored Programs | 10           | \$588,395          | 24%         |
| DC School of Law             | 298          | \$334,816          | 14%         |
| <b>Total</b>                 | <b>1,468</b> | <b>\$2,419,840</b> | <b>100%</b> |

| FY22 (As of Dec 31, 2021)    | No. of Gifts | Total Raised        | Percentage  |
|------------------------------|--------------|---------------------|-------------|
| UDC Foundation               | TBD          | \$ 3,304,278        | TBD         |
| Office of Sponsored Programs | TBD          | TBD                 |             |
| DC School of Law             | TBD          | \$488,040           | TBD         |
| <b>Total</b>                 | <b>TBD</b>   | <b>\$ 3,792,318</b> | <b>100%</b> |

(b) Describe what initiatives or programs UDC has been able to support with the fundraising.

**Response:** The UDC Foundation manages numerous accounts that represent funding support for scholarships, academic and student success programs, departmental funds, and special initiatives. A notable initiative that has been funded to date is Developing America's Workforce Nucleus (DAWN). DAWN is a pilot program to create a sustainable pipeline of domestic, diverse, business, and entrepreneurship-ready STEM talent at all levels of the workforce and career ladder. The DAWN initiative rethinks public education to produce more talent than it loses by: a) exploring different ways to identify talent besides high stakes standardized assessments (360° Assessment); b) enhancing the ability of middle and high school math teachers and HBCU faculty to support the success of economically disadvantaged, black and brown students (Katherine G. Johnson Math Teacher Training Institute (MTTI)); and c) reimagining the learning process so that it better refines the talents of economically disadvantaged, black and brown students (C2 (Community through Career) Equity Academy). In 2021, we received \$2.3 million from an anonymous donor and \$150,000 from Pepco/Exelon to support the DAWN initiative.

60. Please provide in table format the year-end balance of the University's endowment from FY 2017 to present.

**Response:**

| Fiscal Year | Endowment Fund Ending Balance |
|-------------|-------------------------------|
| 2022*       | \$64,984,046                  |
| 2021        | \$63,745,747                  |
| 2020        | \$53,687,450                  |
| 2019        | \$49,452,528                  |
| 2018        | \$49,118,726                  |
| 2017        | \$51,275,671                  |

\*Balance at the end of the 1<sup>st</sup> quarter (12/31/21) of fiscal year 2022.

61. If applicable, please explain the impact on UDC of any legislation passed at the federal level during FY 2021 and FY 2022 to date.

**Response:** U.S. Public Law 117-2, the “American Rescue Plan Act of 2021 (ARP),” authorized the Higher Education and Relief Fund III (HEERF III), which provided \$39.6 billion to support institutions of higher education in serving students and in ensuring that learning continued during the COVID-19 pandemic. UDC received \$30.9 million in HEERF-III funds and used those funds to provide aid to students, to update technology for remote accessible learning, and to offset students’ expenses due to the pandemic. These funds are in addition to funds provided to UDC through the Coronavirus Aid, Relief, and Economic Security (CARES) Act (HEERF I) and the Coronavirus Response and Relief Supplemental Appropriations Act (CRRSSA), (HEERF II).

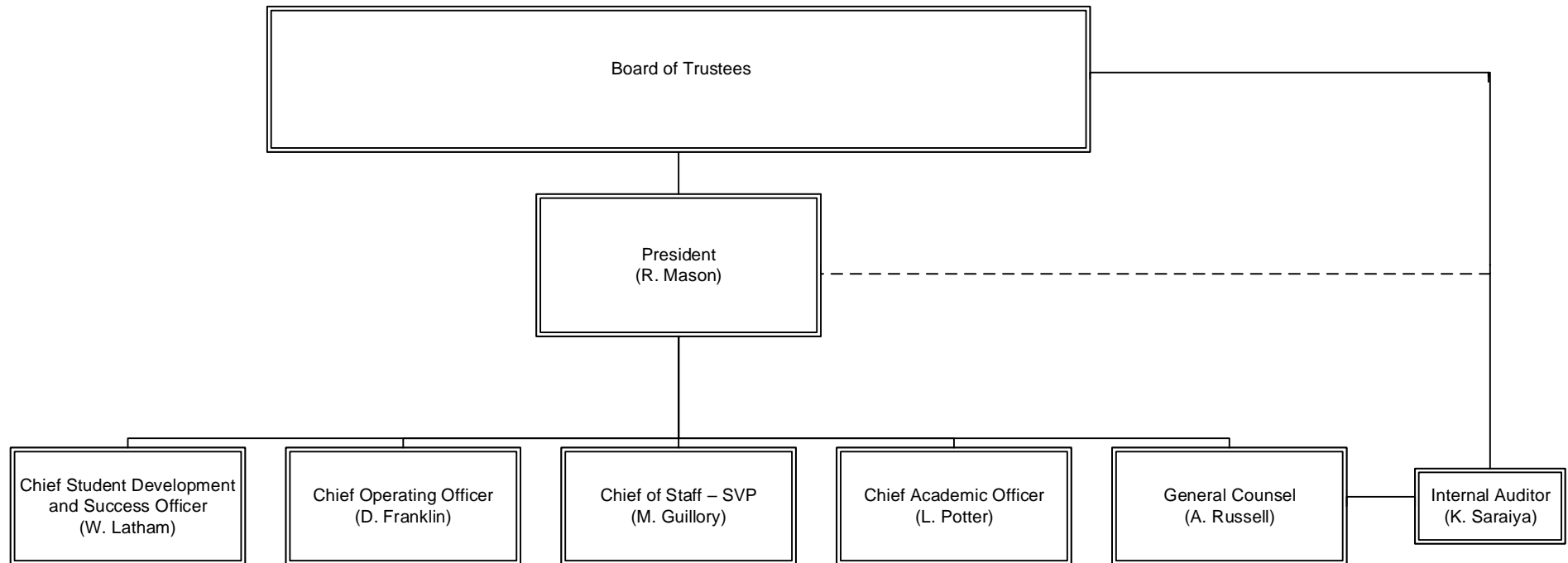
In addition, revisions to Title IX of the Education Amendments of 1972 with regard to live hearing requirement regarding advisors, decision makers, and appeal officers has the potential to increase the cost of compliance.

62. Please describe any other successes or challenges experienced by the University during FY 2021 and FY 2022 to date not already discussed.

**Response:** Throughout fiscal years 2021 and 2022 (to date), the University has successfully managed to negotiate the challenges of the COVID-19 pandemic without its business being interrupted or slowed. Because of recent technology upgrades and because almost all of the University’s faculty had been trained in online instruction, UDC was able to pivot to emergency remote delivery seamlessly. Additionally, the University was able to maintain academic integrity by not defaulting to a pass/fail grading system. Further, the University maintained a balanced budget through belt tightening and judicious use of federal funds. And all of this was done with very low infection rates. However, despite UDC’s successes during the pandemic, COVID-19 has impacted enrollment, which is a challenge beyond the University’s control. Despite UDC having removed almost all financial obstacles for students, it has had little effect on increasing enrollment, as the enrollment loss is among a demographic that has been disproportionately negatively impacted in every way by the pandemic, with learning loss being just one more item on the list.

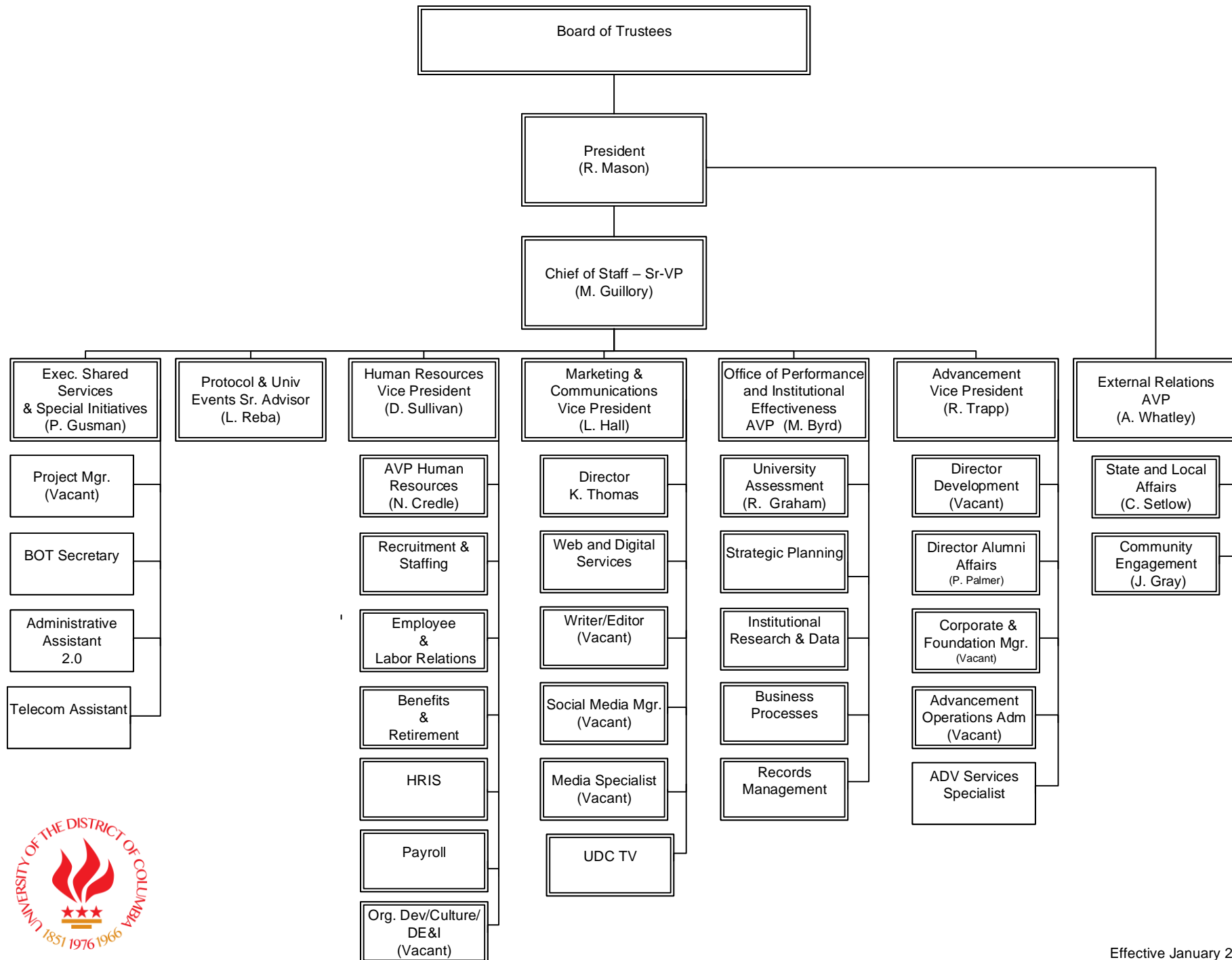
Beyond the pandemic, implementation of UDC’s strategic plan, *Equity Imperative* strategic continued apace, as UDC is better able to achieve the vision that all of its students will reach their highest levels of human potential. Additionally, the University’s work attracted the attention of an anonymous private donation of over \$2 million, the largest in the University’s history, as well as \$500,000 from local business leaders. Finally, the University is healthy but still healing from past instability and bad perceptions. UDC’s base budget is small, leading to challenges in the number and skills of staff, as well as issues with retention of talent at all levels. UDC is poised to be a great institution of higher learning in and for the nation’s capital, if the District chooses it to be.

# University of the District of Columbia President – Executive Cabinet



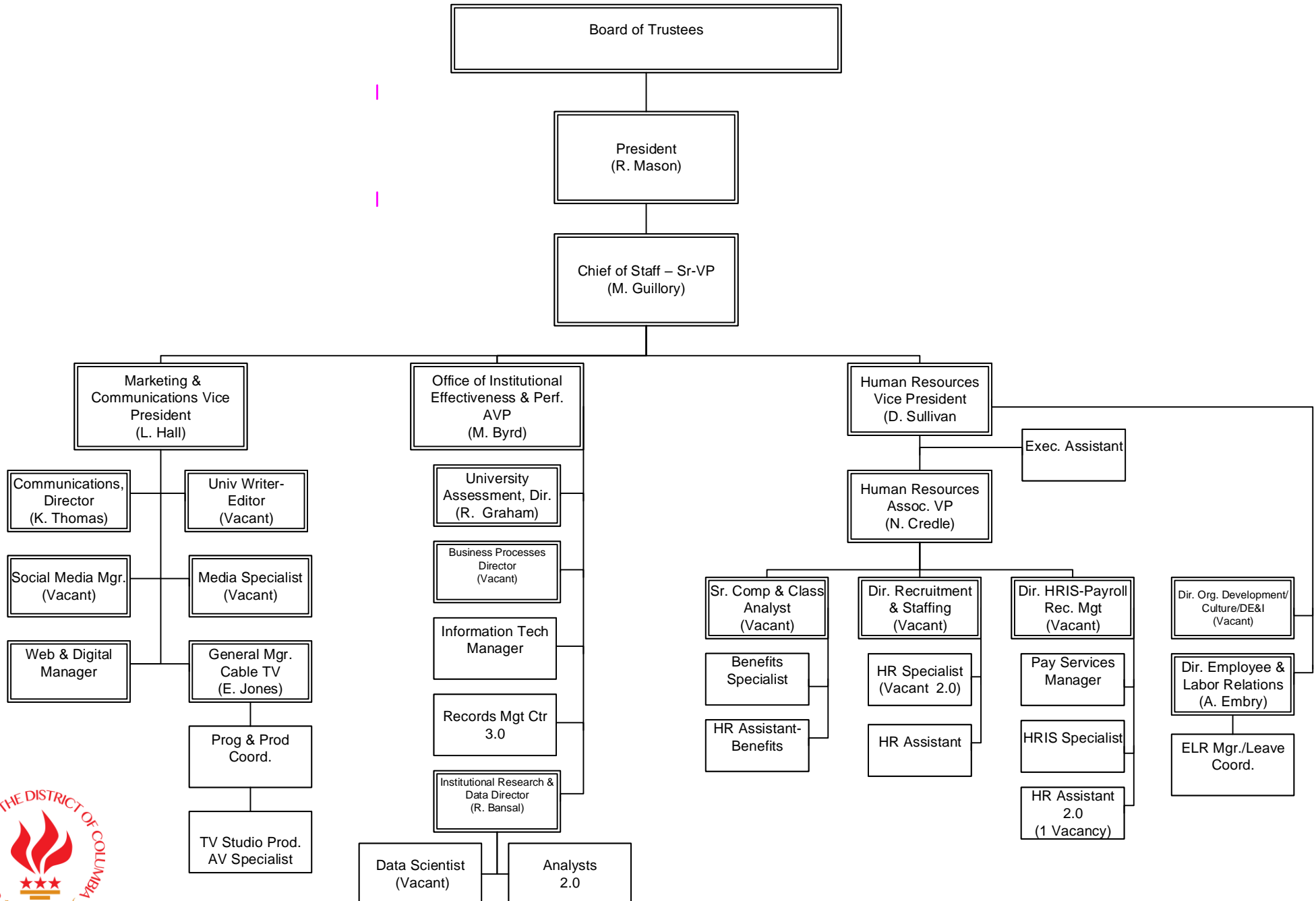
# University of the District of Columbia

## Office of the President



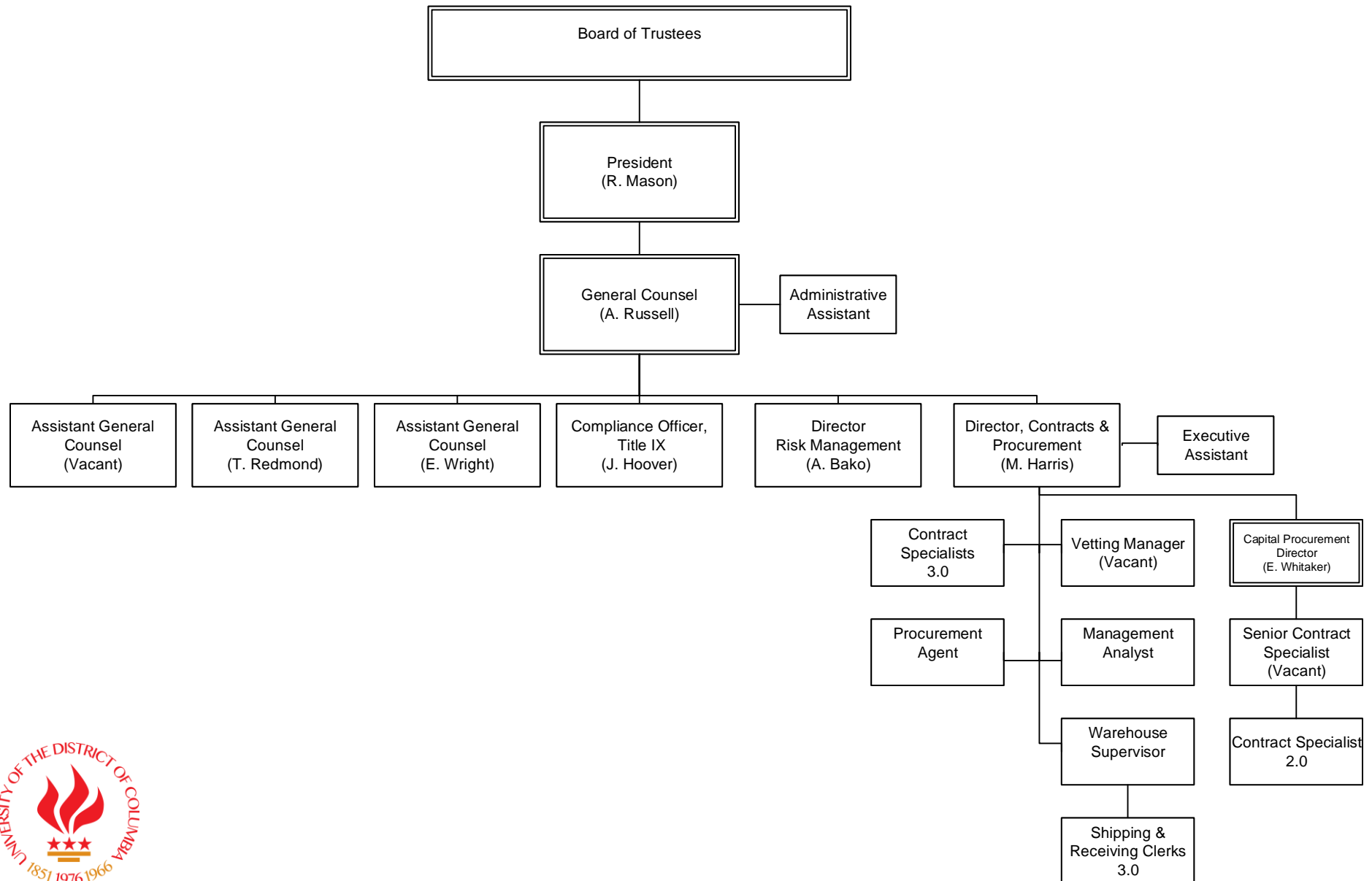
# University of the District of Columbia

## Office of the President



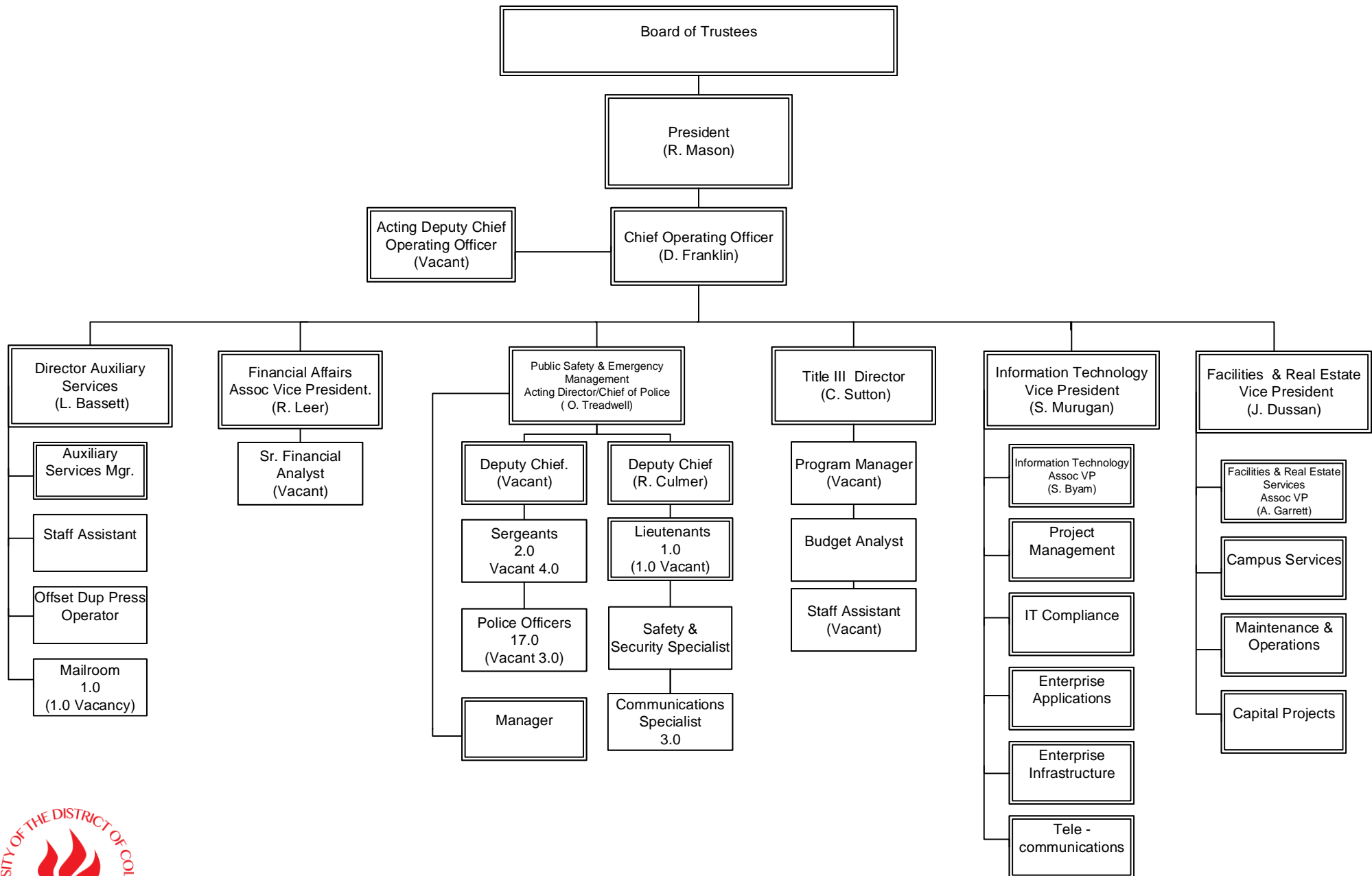
# University of the District of Columbia

## Office of the University General Counsel



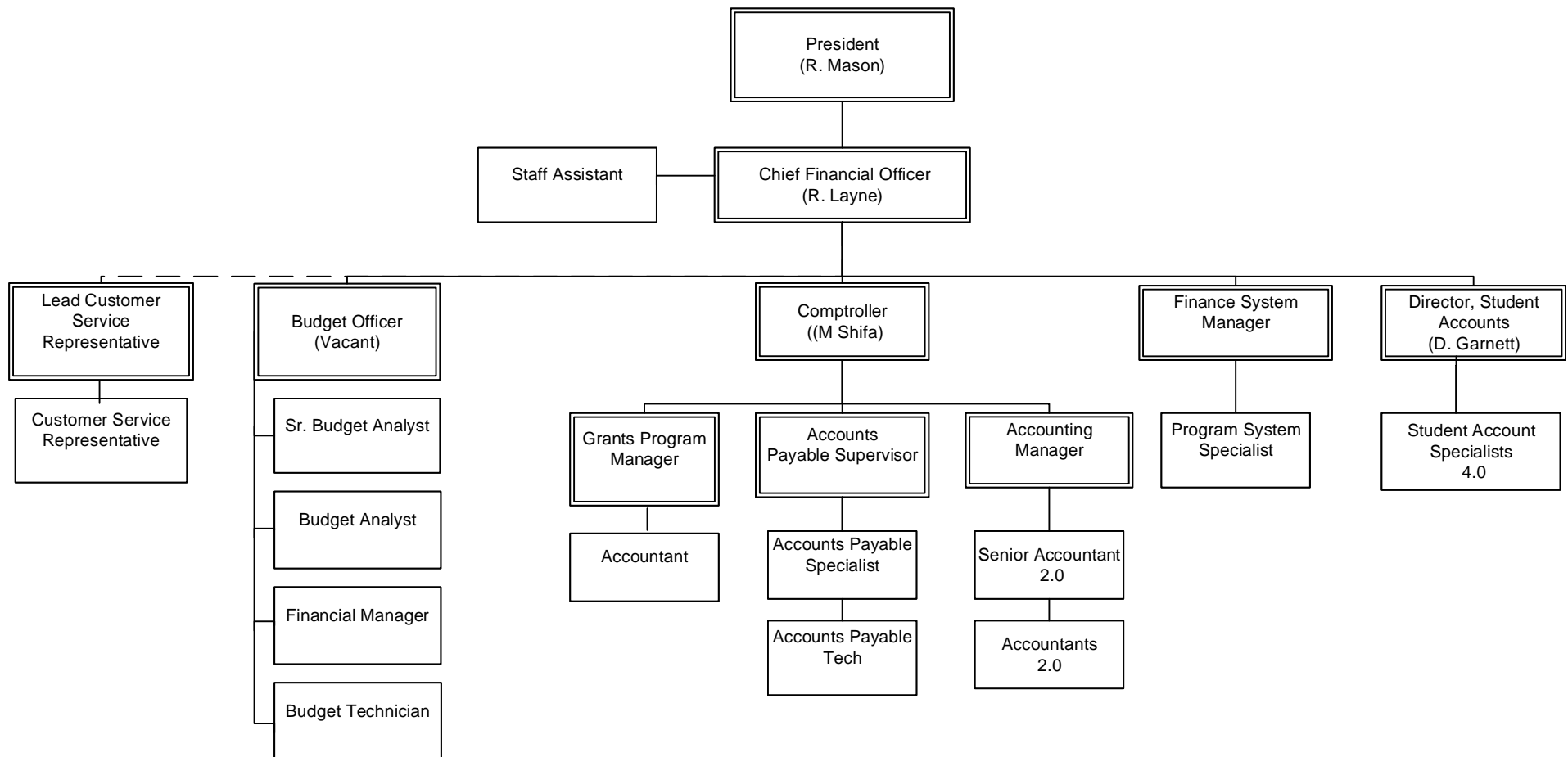
# University of the District of Columbia

## Office of the Chief Operating Officer

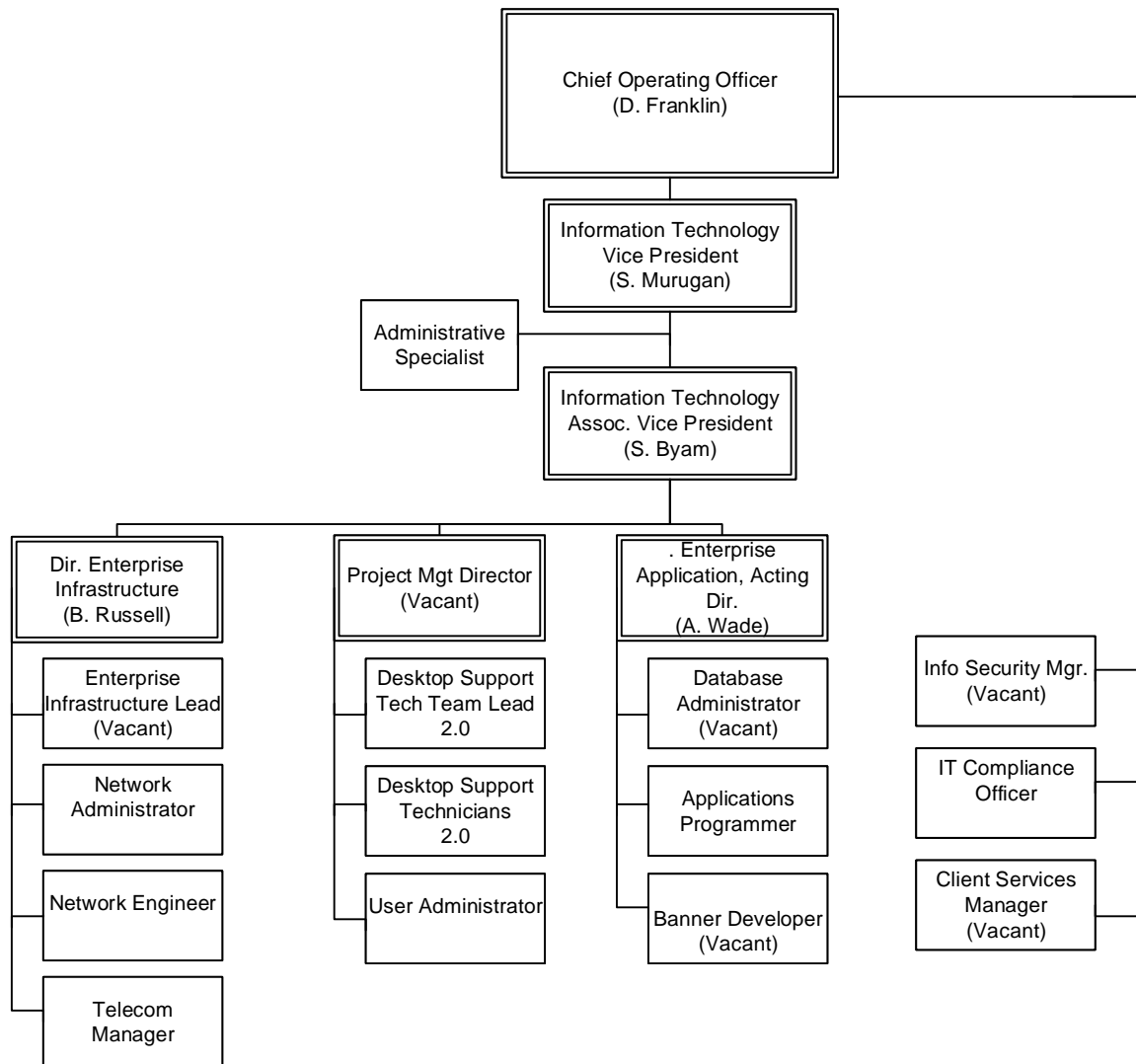


# University of the District of Columbia

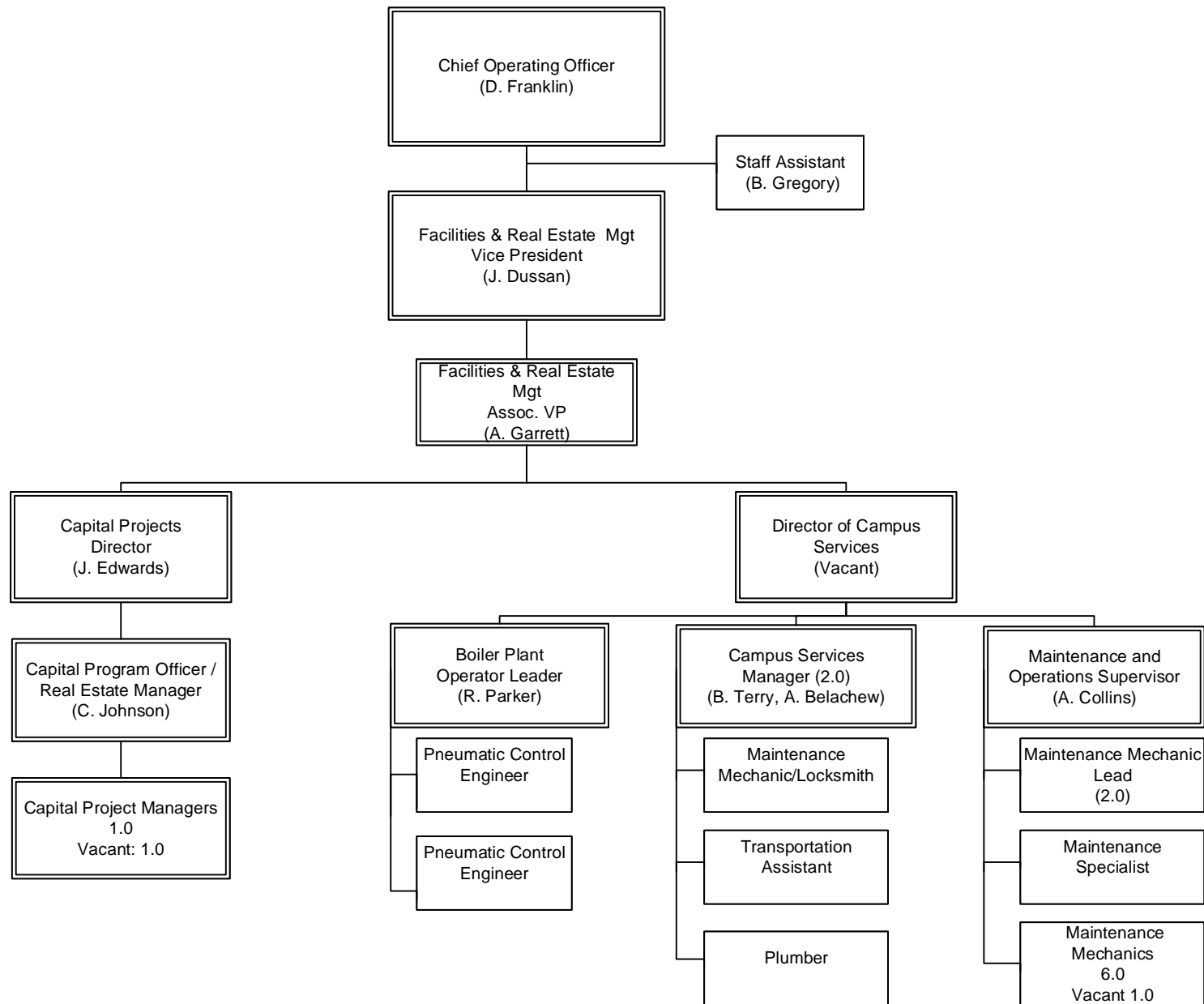
## Office of the Chief Financial Officer



# University of the District of Columbia Information Technology

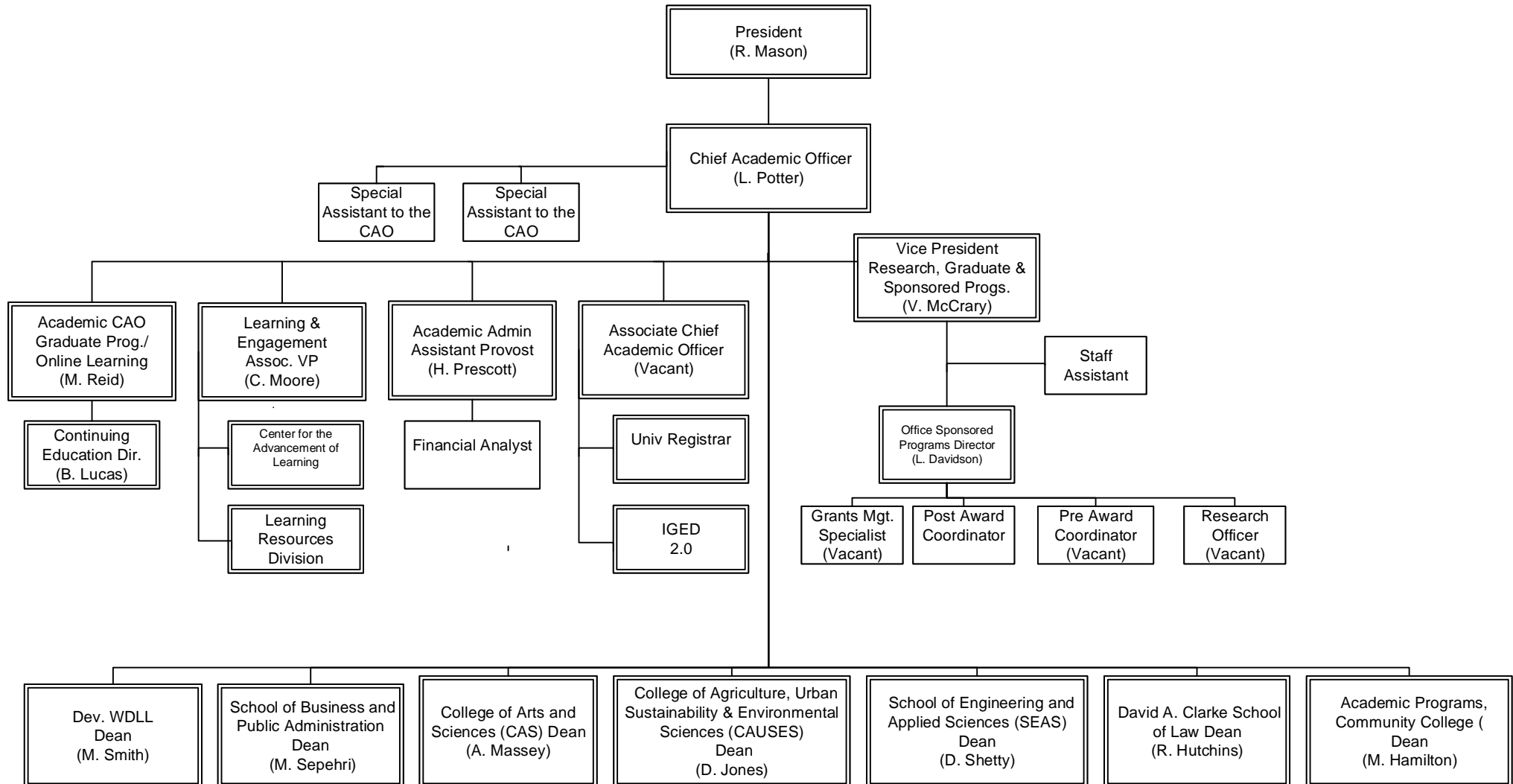


# University of the District of Columbia Facilities and Real Estate Management



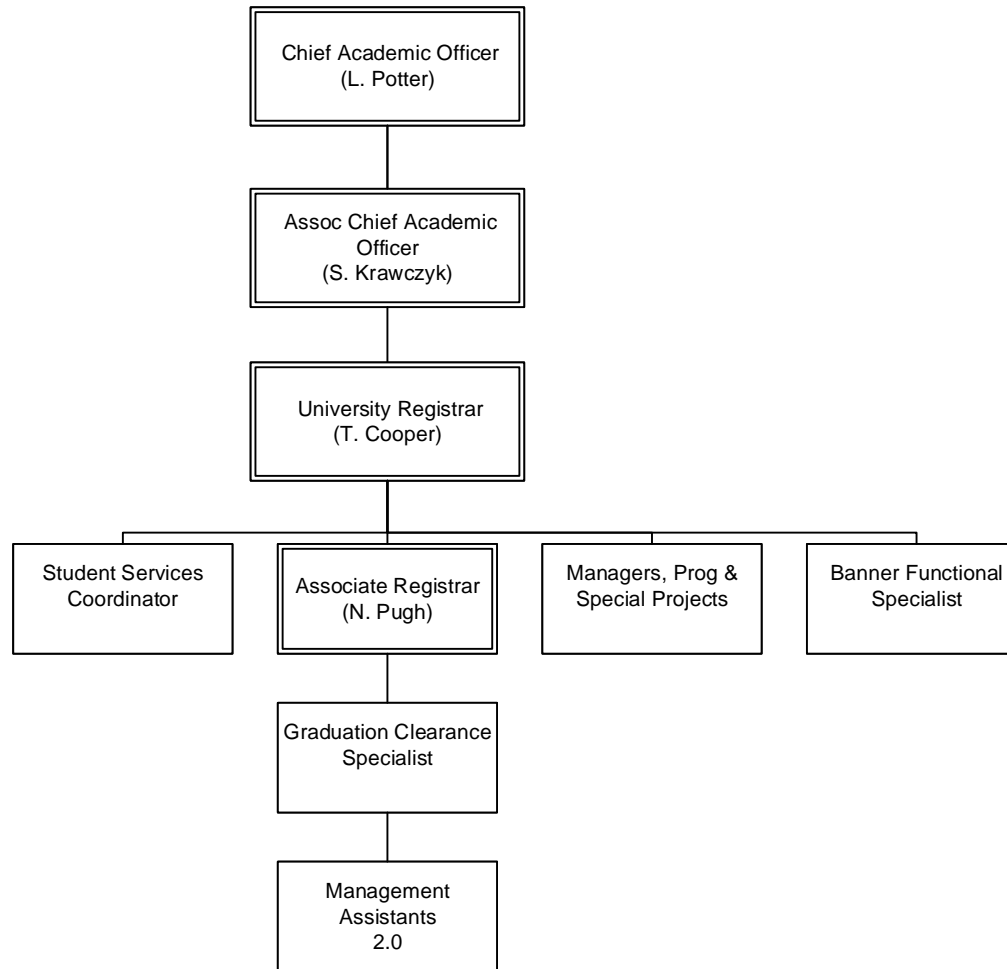
# University of the District of Columbia

## Office of the Chief Academic Officer, Academic Affairs



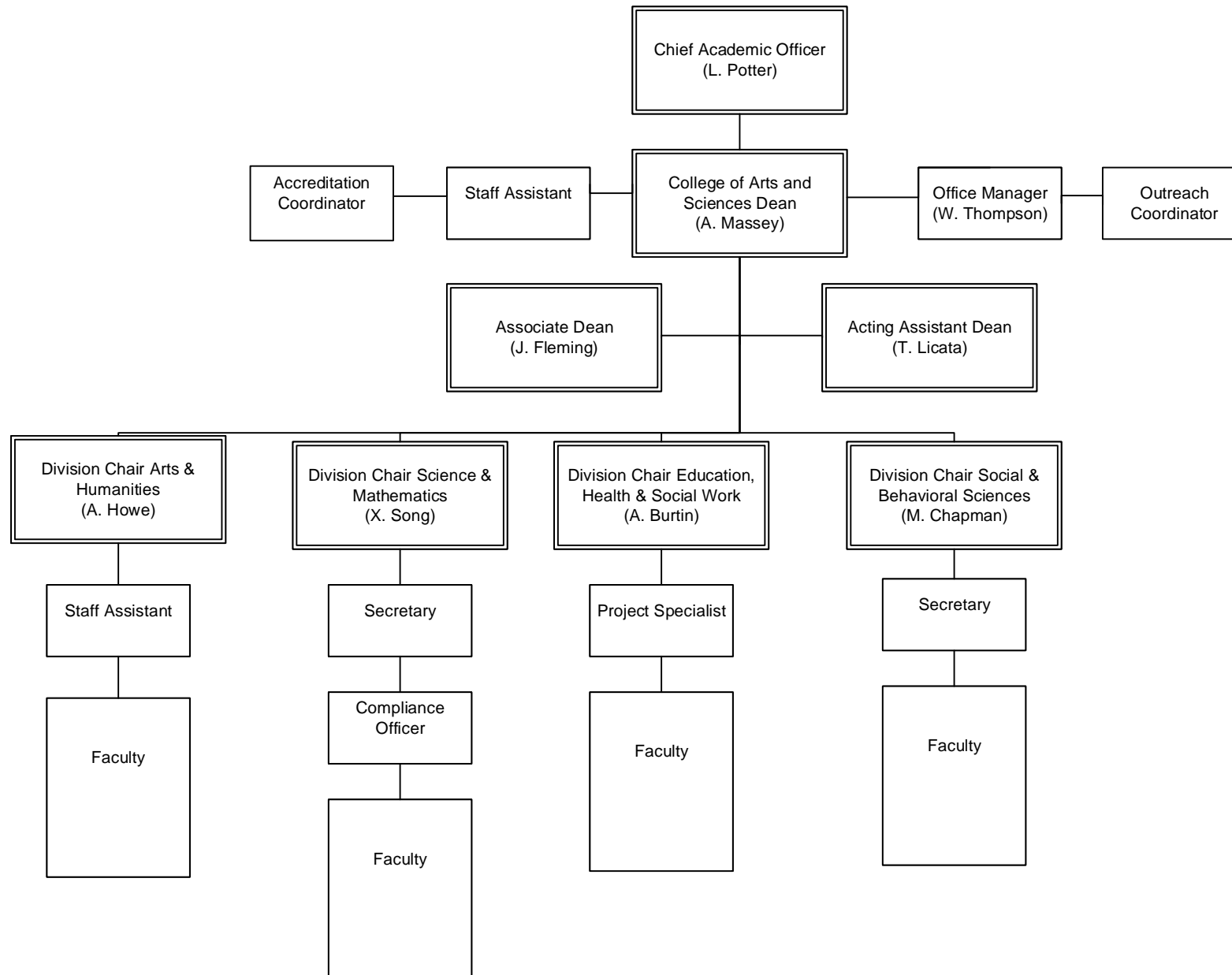
# University of the District of Columbia

## University Registrar



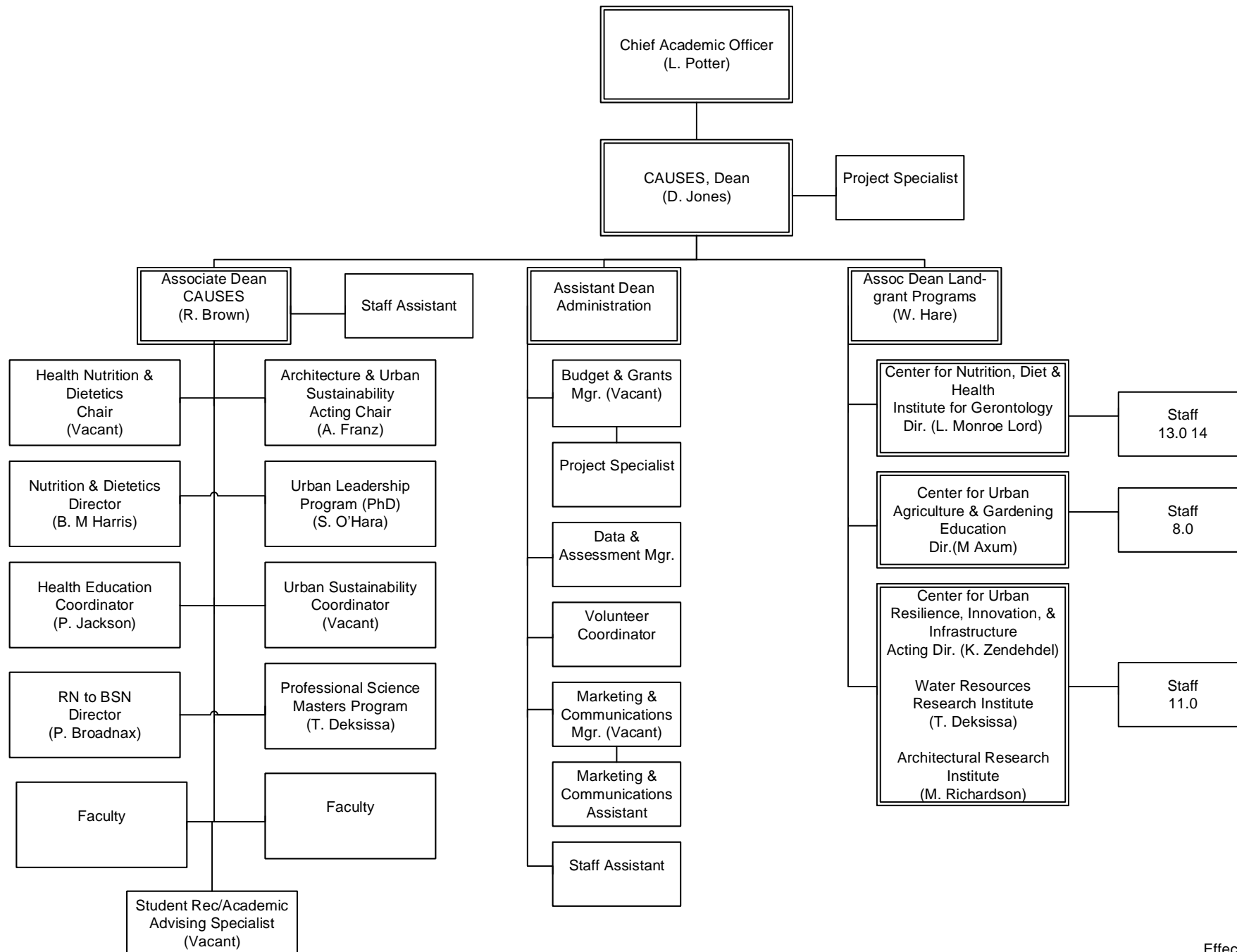
# University of the District of Columbia

## College of Arts and Sciences

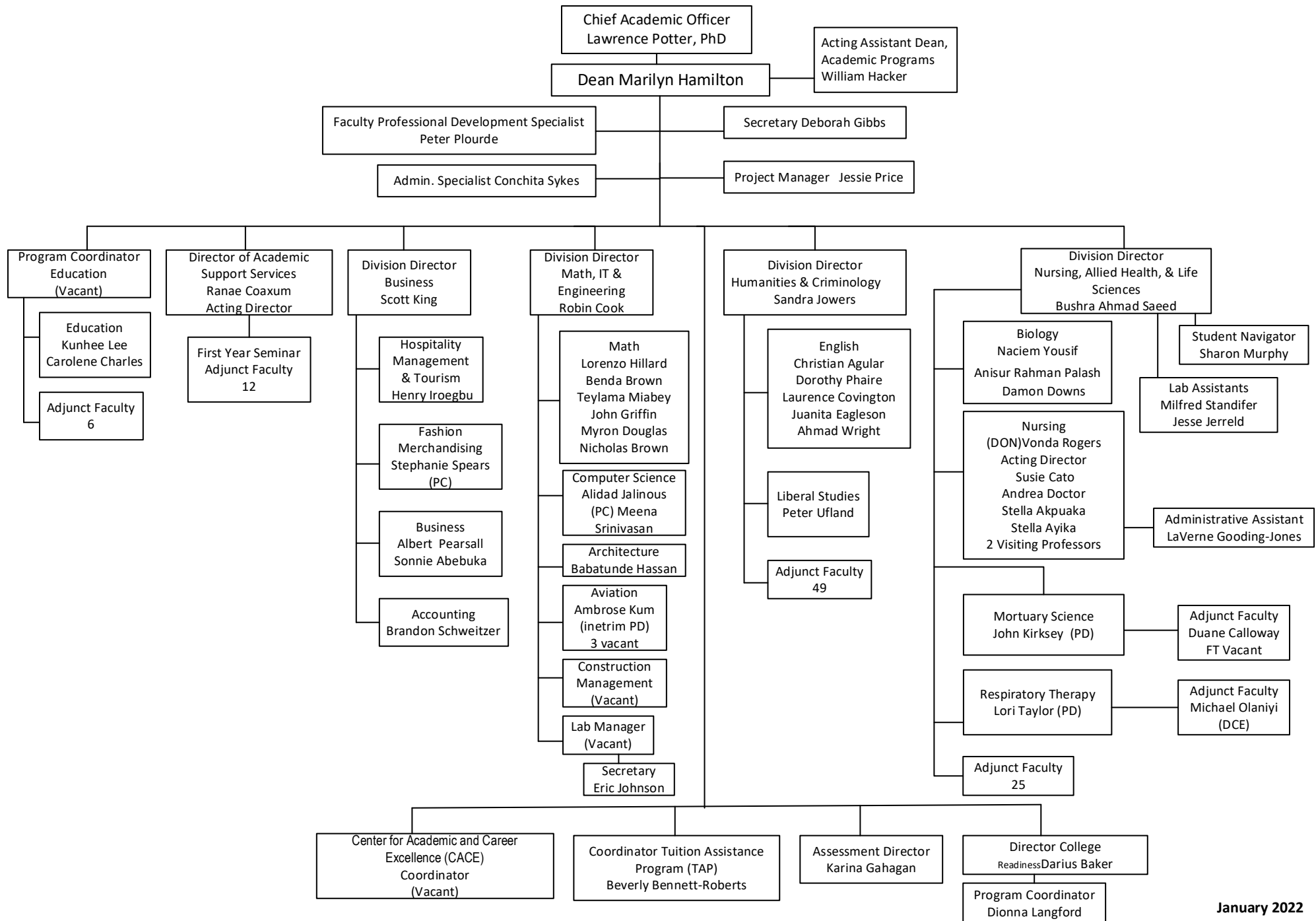


# University of the District of Columbia

## College of Agriculture, Urban Sustainability & Environmental Science (CAUSES)

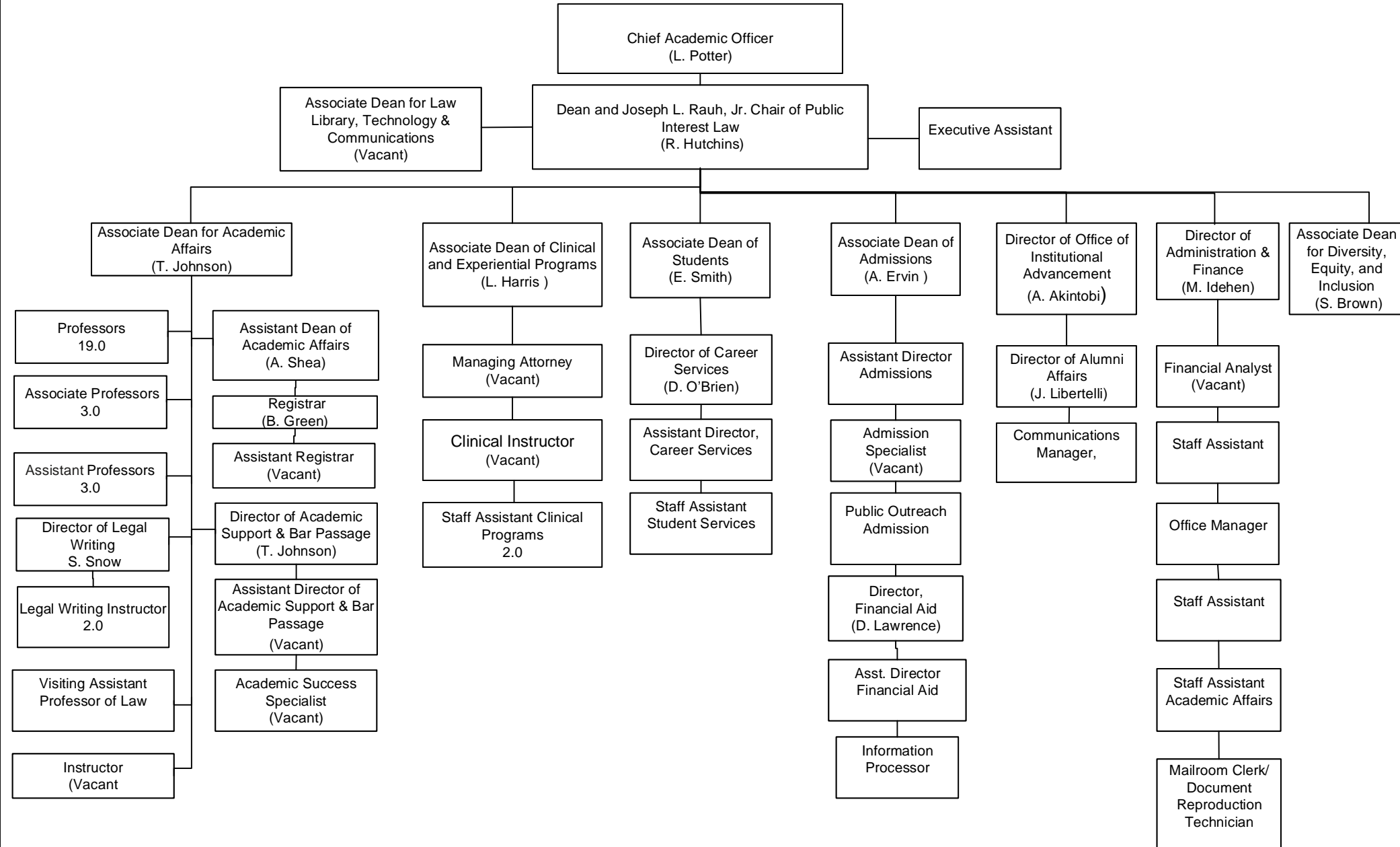


# Academic Affairs UDC-CC



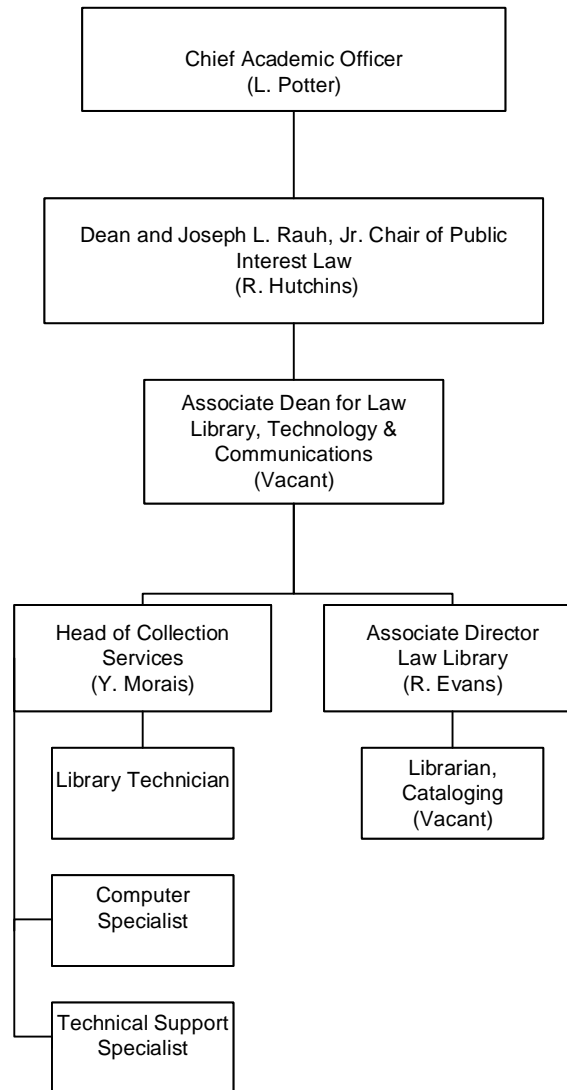
# University of the District of Columbia

## David A. Clarke School of Law

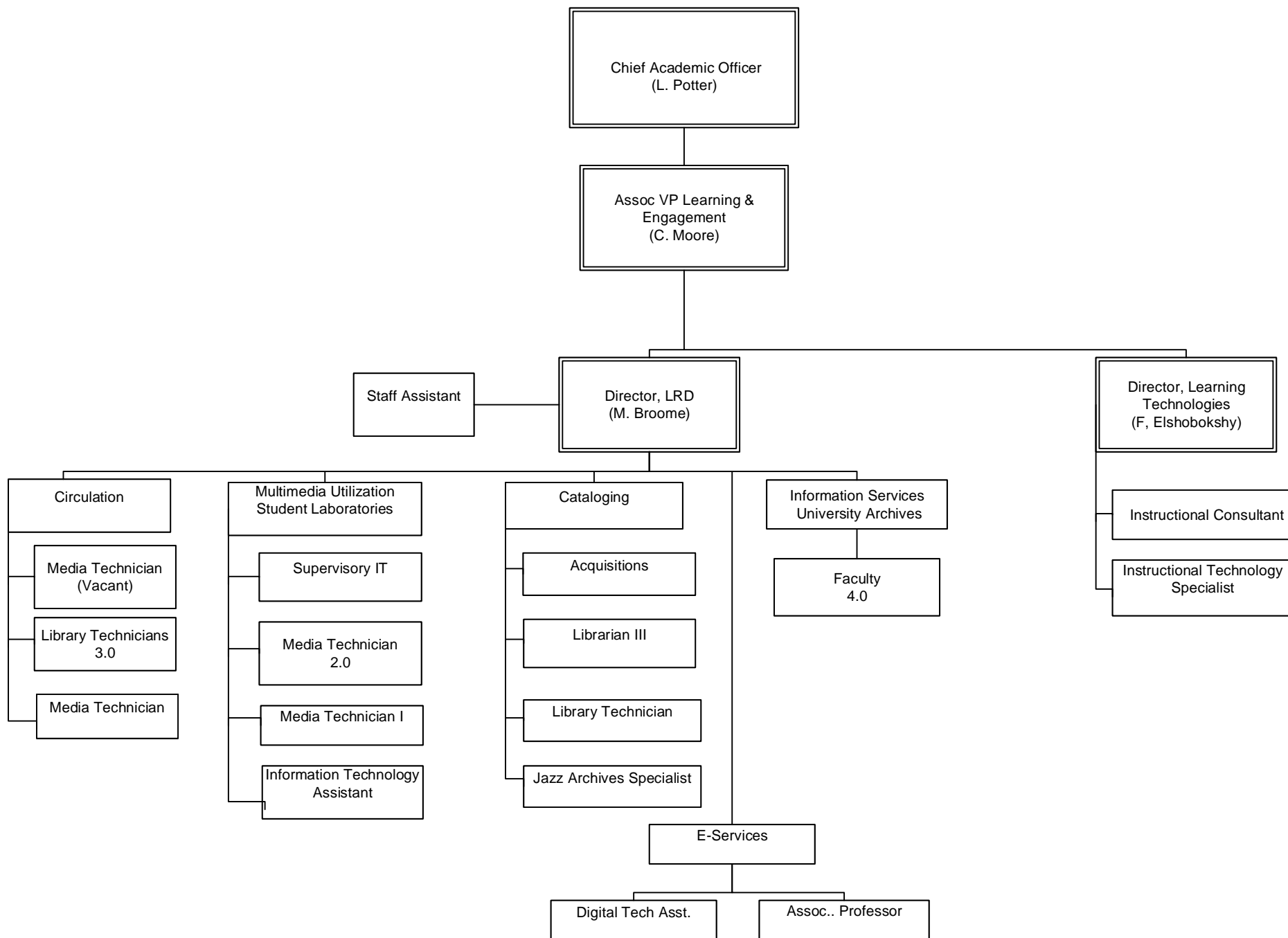


# University of the District of Columbia

## David A. Clarke School of Law Library

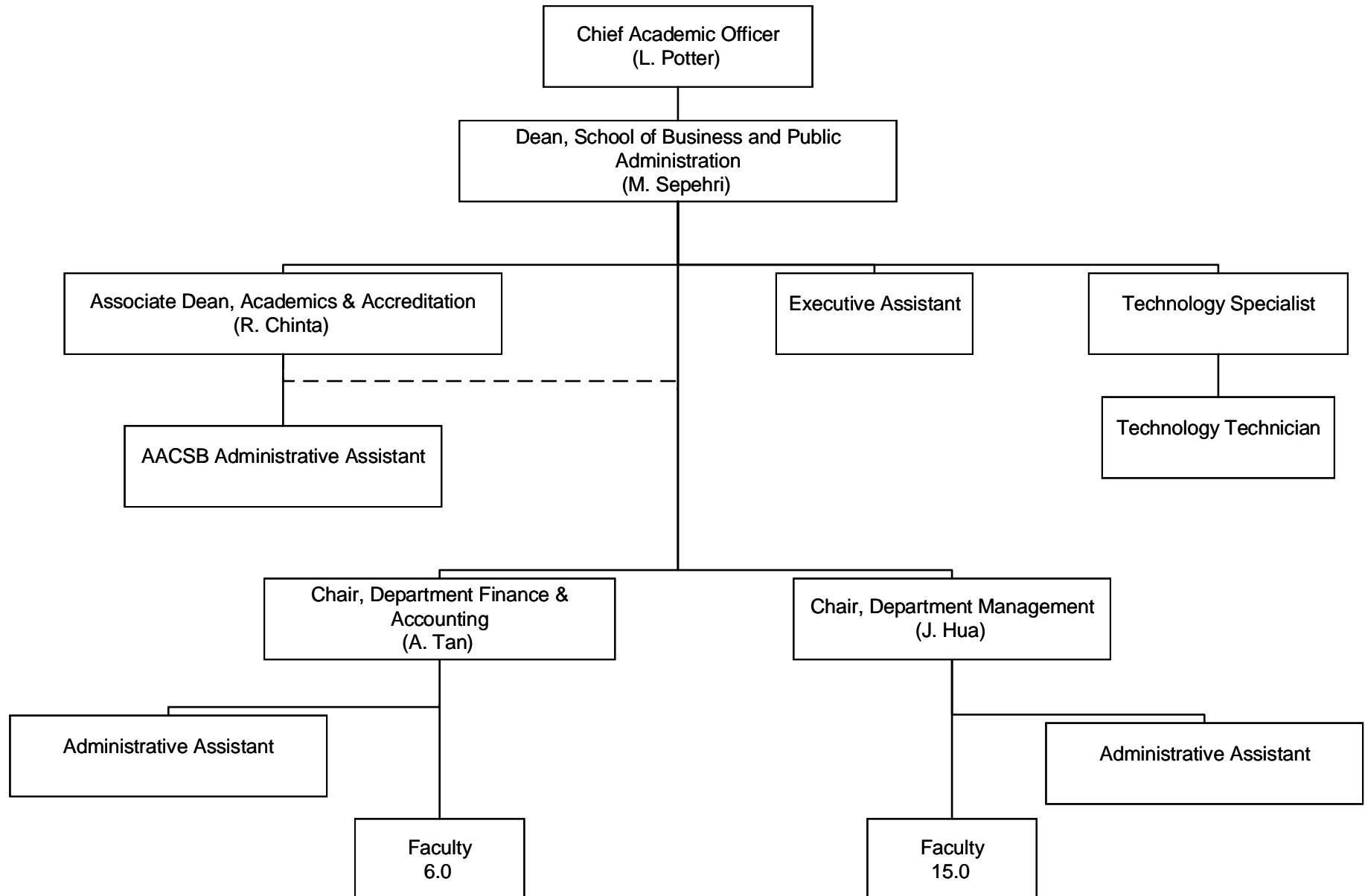


# University of the District of Columbia Learning Resources



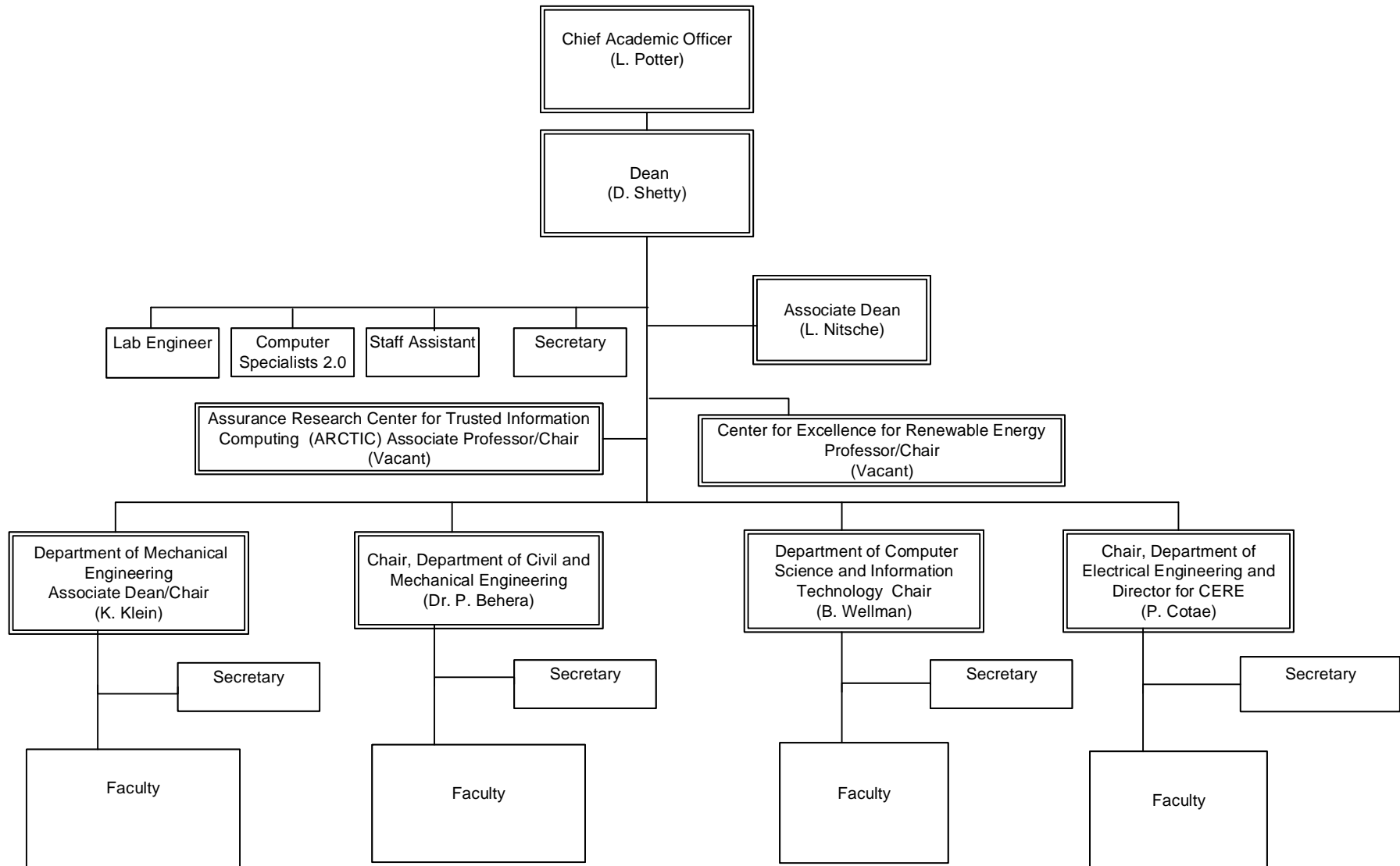
# University of the District of Columbia

## School of Business and Public Administration



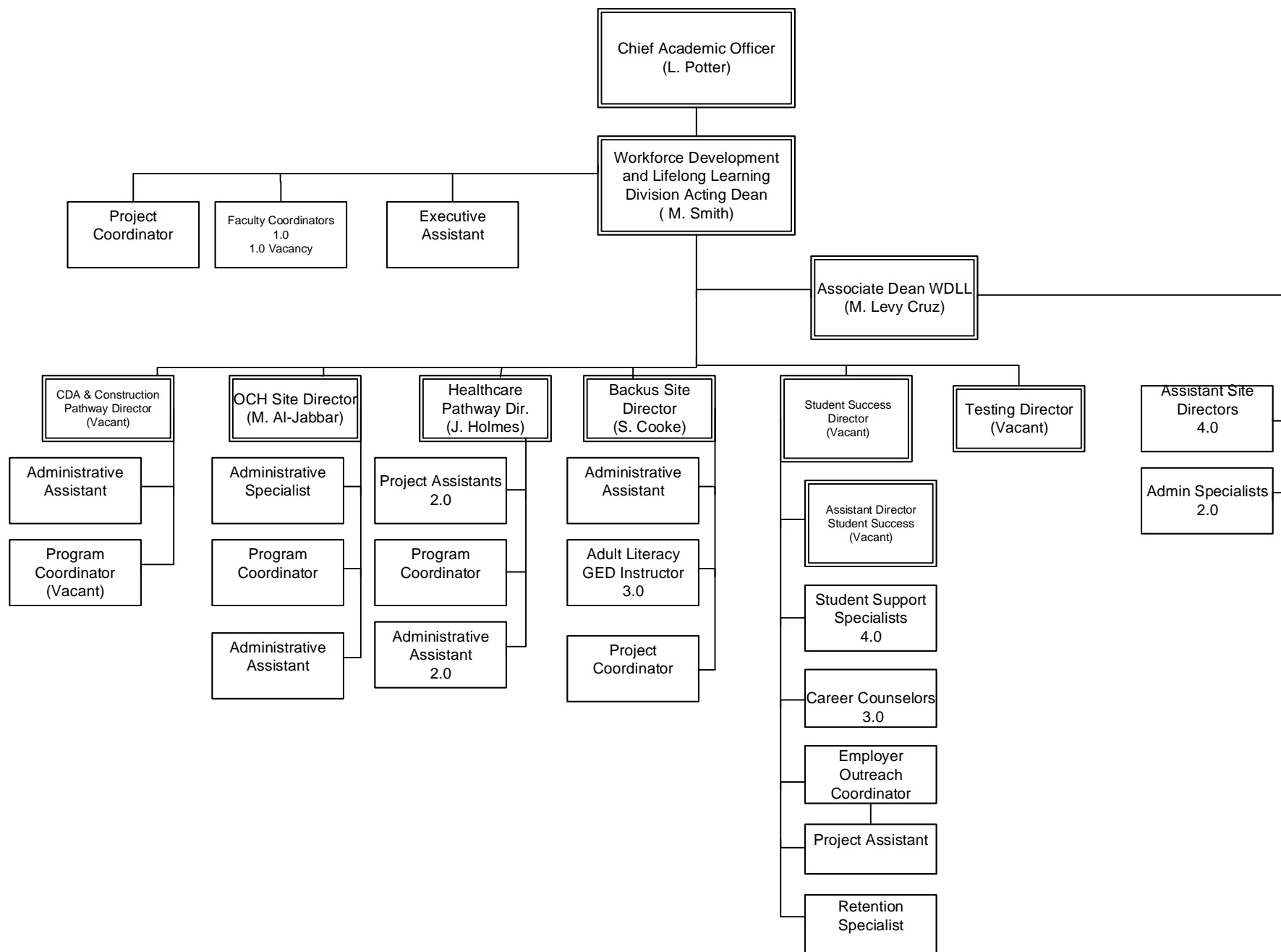
# University of the District of Columbia

## School of Engineering and Applied Sciences



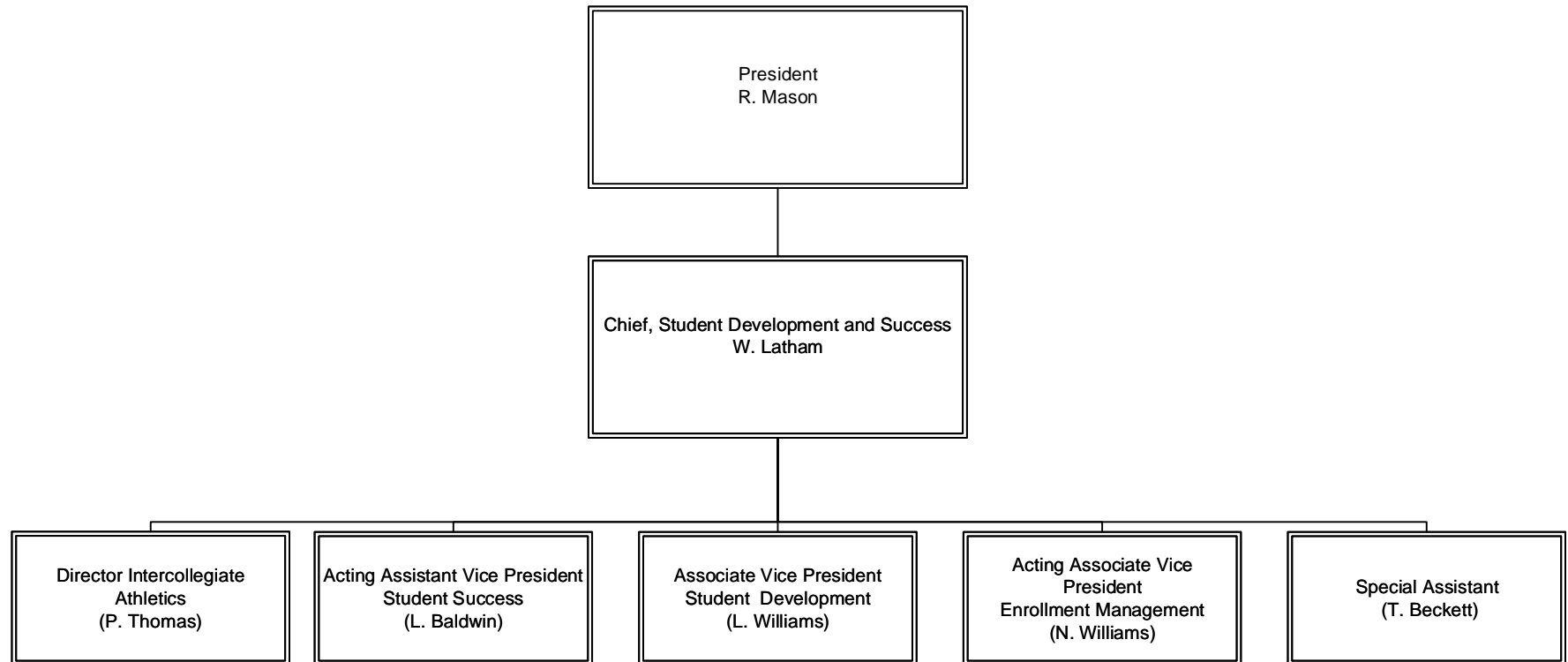
# University of the District of Columbia

## Division of Workforce Development and Lifelong Learning

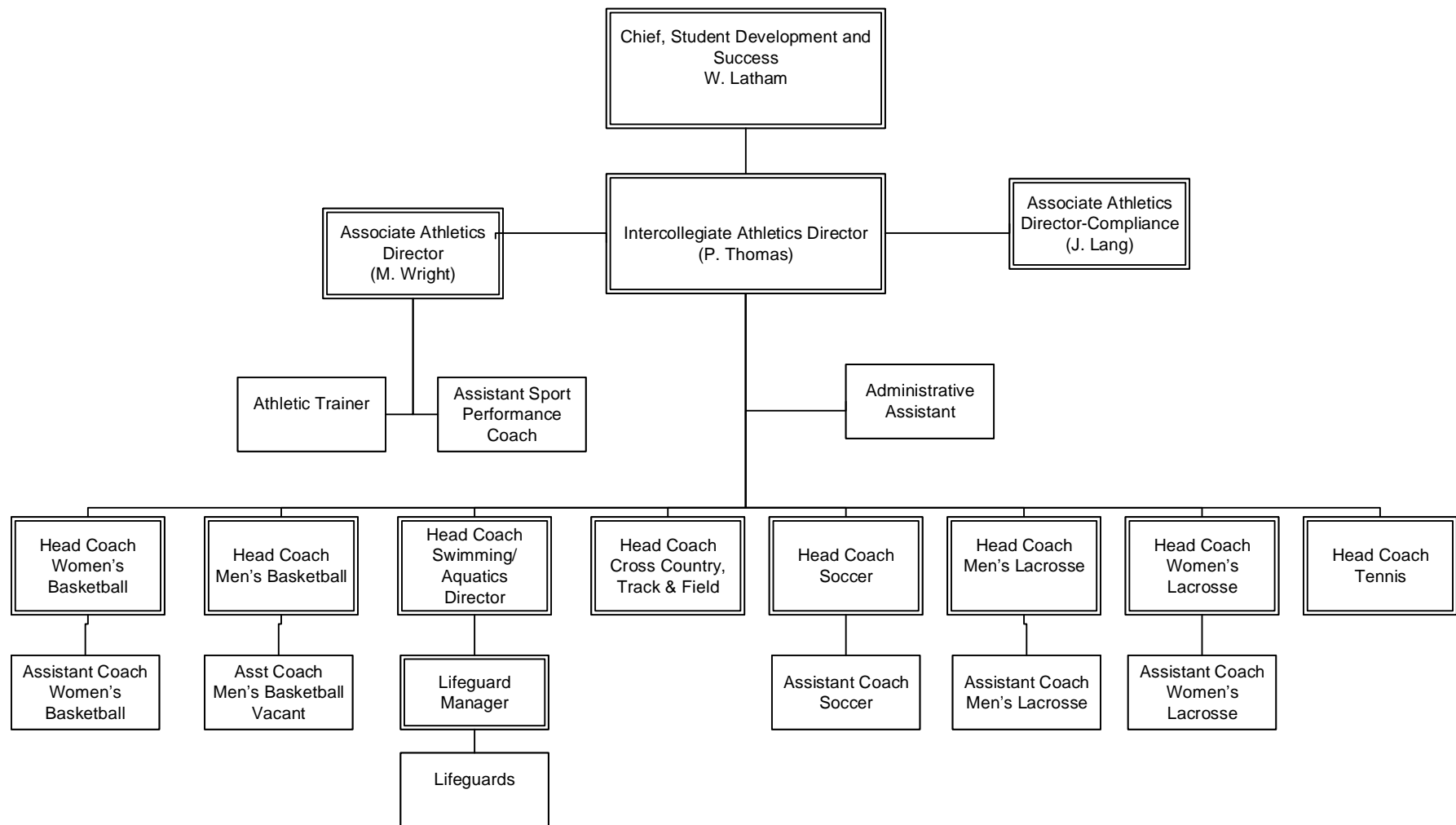


# University of the District of Columbia

## Division of Student Development and Success

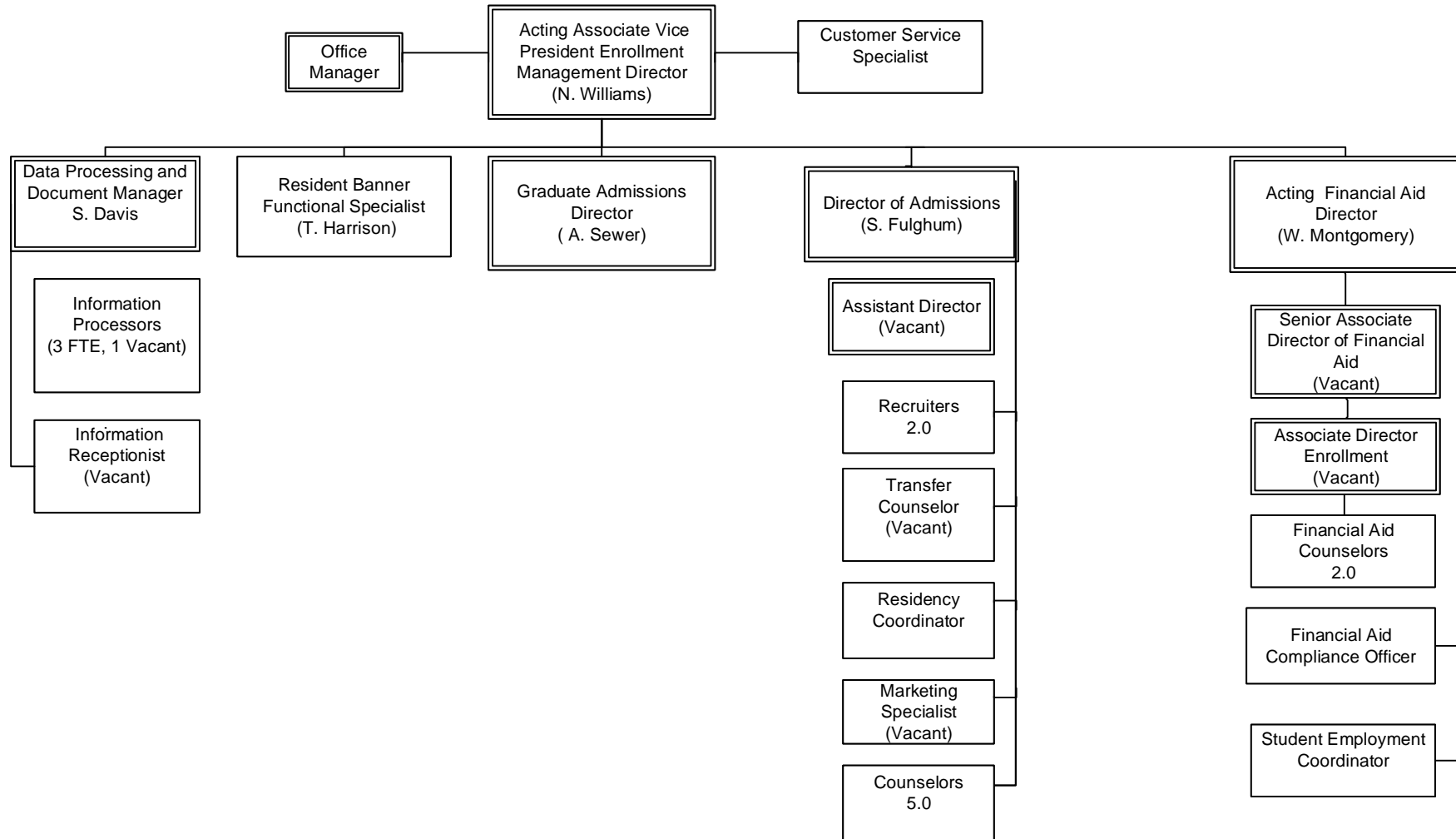


University of the District of Columbia  
Division of Student Development and Success  
Intercollegiate Athletics



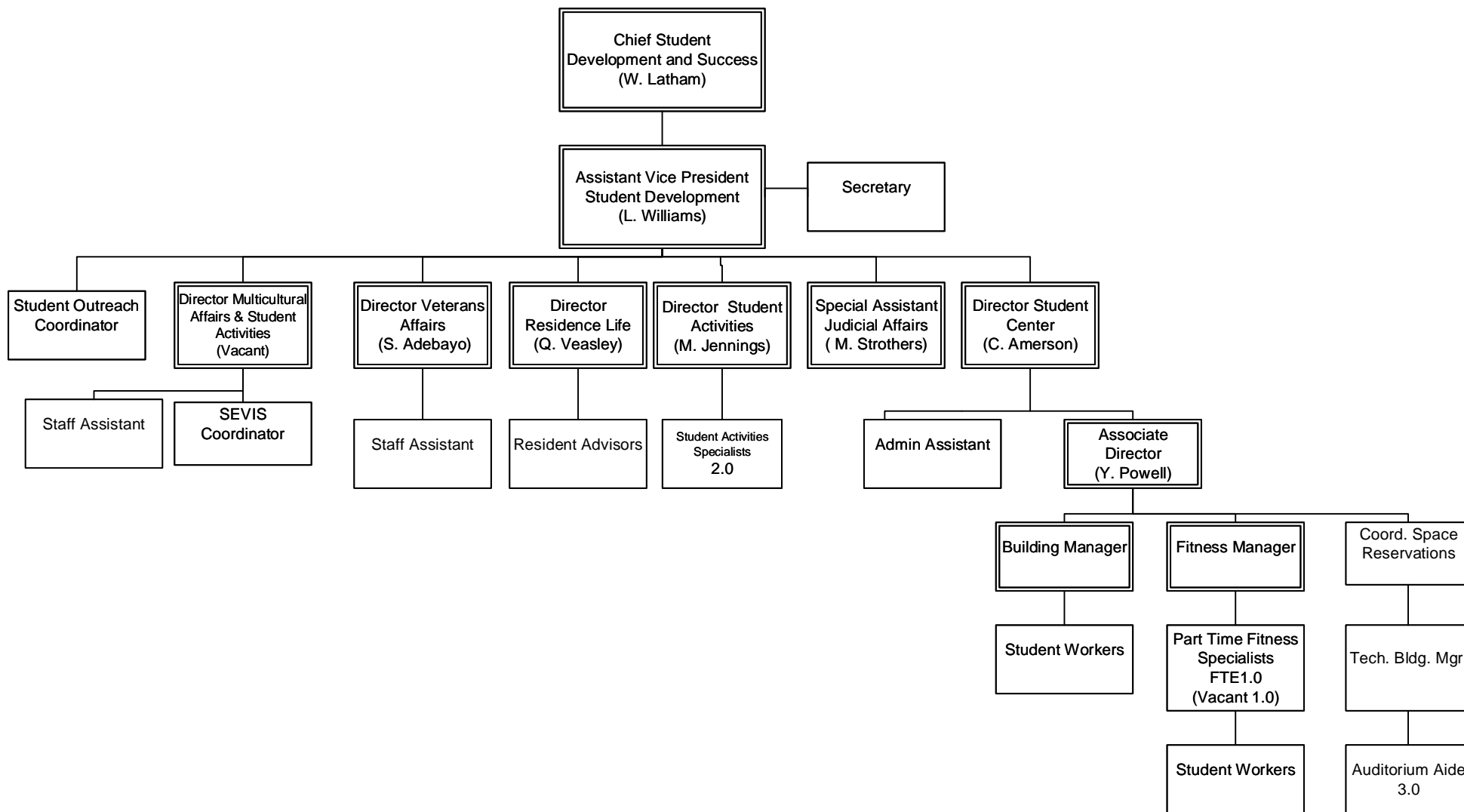
# University of the District of Columbia

## Office of Enrollment Management

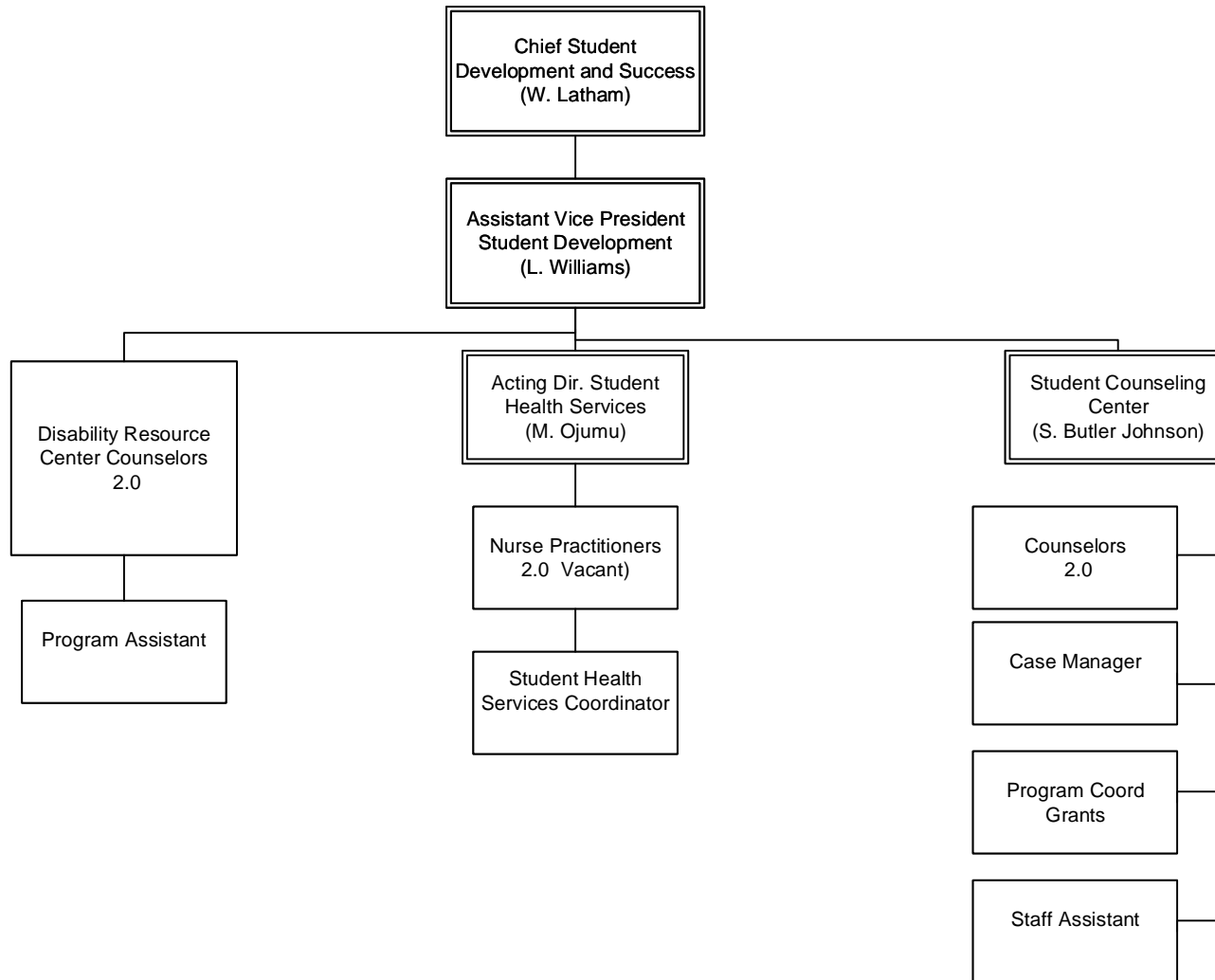


# University of the District of Columbia

## Division of Student Development and Success – Student Development

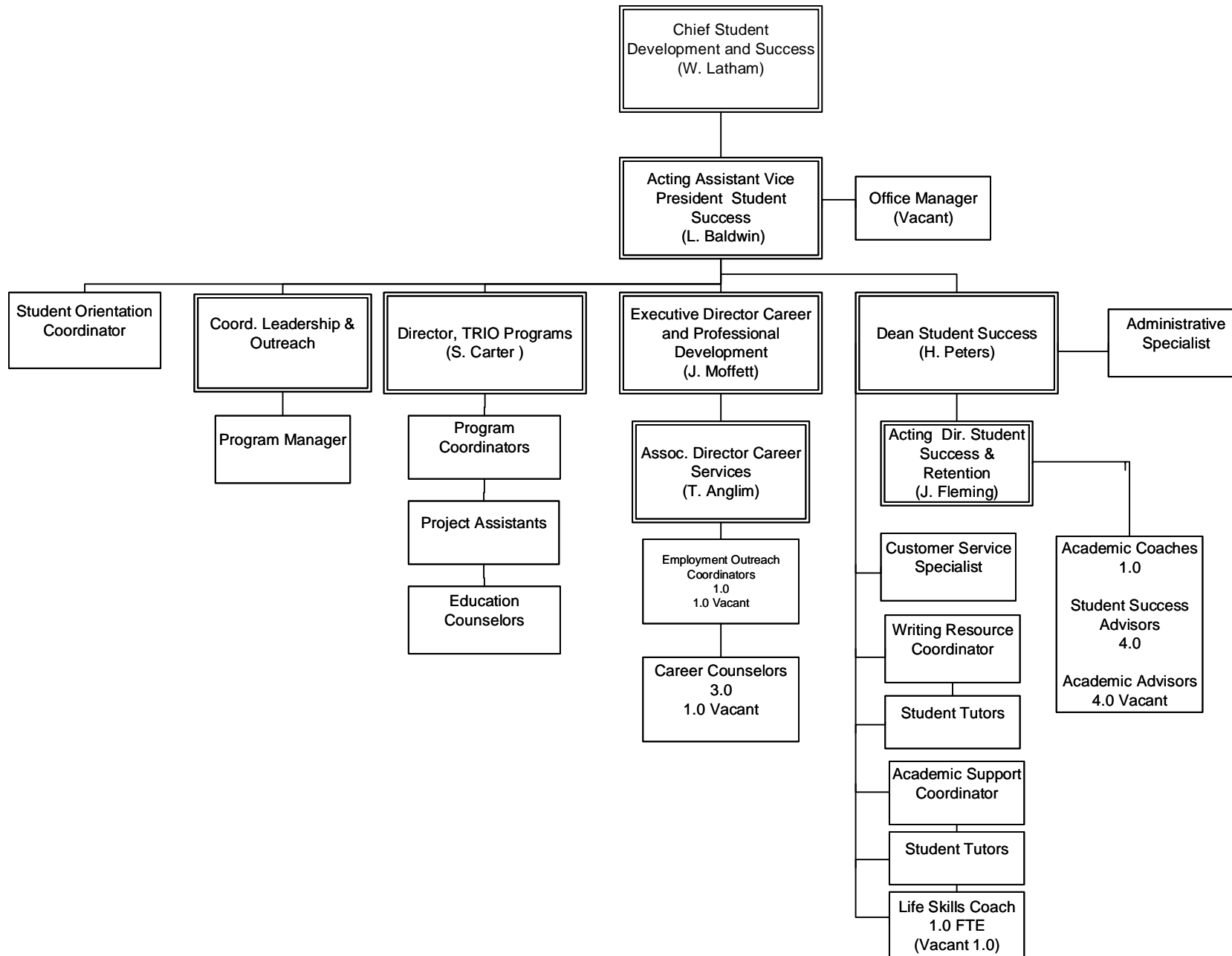


University of the District of Columbia  
Division of Student Development and Success – Student Development

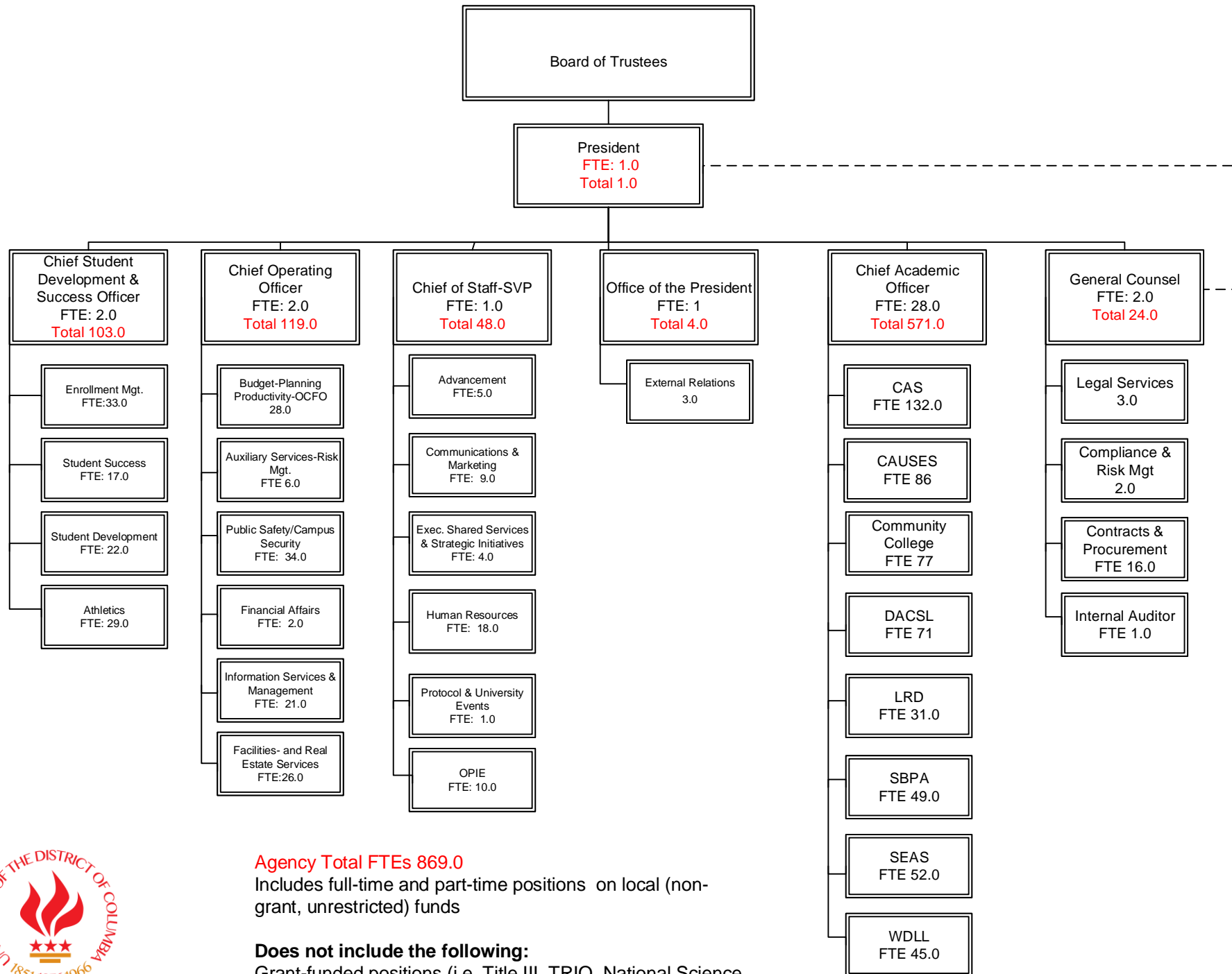


# University of the District of Columbia

## Division of Student Development and Success



# University of the District of Columbia



Attachment #2 - Schedule A

[illegible]

Attachment #2 - Schedule A

|                           |   |             |            |                                 |
|---------------------------|---|-------------|------------|---------------------------------|
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,060.00  | \$310.59   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,100.00  | \$313.65   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,100.00  | \$313.65   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,100.00  | \$313.65   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,250.00  | \$325.13   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,250.00  | \$325.13   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,250.00  | \$325.13   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,400.00  | \$336.60   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,500.00  | \$344.25   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$6,180.00  | \$472.77   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$6,350.00  | \$485.78   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$6,350.00  | \$485.78   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$6,500.00  | \$497.25   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,000.00  | \$535.50   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,100.00  | \$543.15   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,400.00  | \$566.10   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,400.00  | \$566.10   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,700.00  | \$589.05   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,100.00  | \$696.15   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,750.00  | \$745.88   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$10,750.00 | \$822.38   | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$13,590.00 | \$1,039.64 | WFDLL Site Ops - PT Faculty     |
| ADJUNCT INSTRUCTOR - WDLL | F | \$16,800.00 | \$1,285.20 | WFDLL Site Ops - PT Faculty     |
| ADJUNCT PROFESSOR         | F | \$1,030.00  | \$78.80    | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | F | \$1,030.00  | \$78.80    | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR         | F | \$1,030.00  | \$78.80    | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR         | F | \$1,339.00  | \$102.43   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | F | \$1,339.00  | \$102.43   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | F | \$1,755.00  | \$134.26   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Dean Coll Arts & Sc - PT Fac    |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | TRIO & Coll Prog - PT Faculty   |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Mngmt ? PT Faculty              |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Bio & Envir Sciences - Facult   |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR         | F | \$2,260.00  | \$172.89   | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR         | F | \$3,000.00  | \$229.50   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR         | F | \$3,000.00  | \$229.50   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR         | F | \$3,000.00  | \$229.50   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | F | \$3,000.00  | \$229.50   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | F | \$3,000.00  | \$229.50   | DCCC - Adjunct Professor        |
| ADJUNCT PROFESSOR         | F | \$3,000.00  | \$229.50   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR         | F | \$3,000.00  | \$229.50   | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR         | F | \$3,000.00  | \$229.50   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR         | F | \$3,000.00  | \$229.50   | CAS Dean - PT Faculty           |

Attachment #2 - Schedule A

|                   |   |            |          |                                 |
|-------------------|---|------------|----------|---------------------------------|
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Learning Resources -PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | DACSL Dean - PT Faculty         |
| Adjunct Professor | F | \$3,000.00 | \$229.50 | WFDLL Cntr for WFS - Staff      |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Learning Resources -PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Learning Resources -PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,048.00 | \$233.17 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,050.00 | \$233.33 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,050.00 | \$233.33 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,050.00 | \$233.33 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,050.00 | \$233.33 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,060.00 | \$234.09 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,090.00 | \$236.39 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,112.00 | \$238.07 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,144.00 | \$240.52 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,376.00 | \$258.26 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,378.00 | \$258.42 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,390.00 | \$259.34 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,390.00 | \$259.34 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,390.00 | \$259.34 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,390.00 | \$259.34 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,411.00 | \$260.94 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,411.00 | \$260.94 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,411.00 | \$260.94 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Learning Resources -PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Title III Office - Staff        |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Title III Office - Staff        |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,506.00 | \$268.21 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,573.00 | \$273.33 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,591.00 | \$274.71 | CEO Comm College - PT Faculty   |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | SBPA-Mgmt Hosp & GS-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Dean of CC AA- PT Faculty       |

## Attachment #2 - Schedule A

|                   |   |            |          |                                 |
|-------------------|---|------------|----------|---------------------------------|
| ADJUNCT PROFESSOR | F | \$3,609.00 | \$276.09 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,650.00 | \$279.23 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,681.00 | \$281.60 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,700.00 | \$283.05 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,846.00 | \$294.22 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,861.00 | \$295.37 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,864.00 | \$295.60 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,870.00 | \$296.06 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,014.00 | \$307.07 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,014.00 | \$307.07 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAS-PCHD - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | TRIO & Coll Prog - PT Faculty   |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAUSES Dean- PT Faculty         |
| Adjunct Professor | F | \$4,050.00 | \$309.83 | WFDLL Cntr for WFS - Staff      |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | TRIO & Coll Prog - PT Faculty   |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Title III Office - Staff        |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAUSES - Part-Time Faculty      |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,060.00 | \$310.59 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,095.00 | \$313.27 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,112.00 | \$314.57 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,116.00 | \$314.87 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,116.00 | \$314.87 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,122.00 | \$315.33 | SBPA-Mgmt Hosp & GS-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,200.00 | \$321.30 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,332.00 | \$331.40 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | DACSL Dean - PT Faculty         |

## Attachment #2 - Schedule A

|                   |   |             |            |                                 |
|-------------------|---|-------------|------------|---------------------------------|
| ADJUNCT PROFESSOR | F | \$4,500.00  | \$344.25   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,500.00  | \$344.25   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,500.00  | \$344.25   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,500.00  | \$344.25   | CAS-Education - PT Faculty      |
| ADJUNCT PROFESSOR | F | \$4,500.00  | \$344.25   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,500.00  | \$344.25   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,500.00  | \$344.25   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,500.00  | \$344.25   | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,500.00  | \$344.25   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,808.00  | \$367.81   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,944.00  | \$378.22   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$5,150.00  | \$393.98   | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$5,150.00  | \$393.98   | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$5,159.00  | \$394.66   | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$5,500.00  | \$420.75   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$5,682.00  | \$434.67   | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$5,682.00  | \$434.67   | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$5,682.00  | \$434.67   | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$5,776.00  | \$441.86   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$5,898.00  | \$451.20   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$6,000.00  | \$459.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$6,000.00  | \$459.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$6,000.00  | \$459.00   | Dean Coll Arts & Sc - PT Fac    |
| ADJUNCT PROFESSOR | F | \$6,000.00  | \$459.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$6,000.00  | \$459.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$6,180.00  | \$472.77   | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$6,693.00  | \$512.01   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$6,756.00  | \$516.83   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$6,762.00  | \$517.29   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$6,762.00  | \$517.29   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$7,004.00  | \$535.81   | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$7,182.00  | \$549.42   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$7,200.00  | \$550.80   | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$7,212.00  | \$551.72   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$7,212.00  | \$551.72   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$7,212.00  | \$551.72   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$7,218.00  | \$552.18   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$7,362.00  | \$563.19   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$7,500.00  | \$573.75   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$7,920.00  | \$605.88   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$8,028.00  | \$614.14   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$8,190.00  | \$626.54   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$8,228.00  | \$629.44   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$8,228.00  | \$629.44   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$8,454.00  | \$646.73   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$8,454.00  | \$646.73   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$8,652.00  | \$661.88   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$9,000.00  | \$688.50   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$9,373.00  | \$717.03   | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$9,547.00  | \$730.35   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$10,000.00 | \$765.00   | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$10,134.00 | \$775.25   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$10,500.00 | \$803.25   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$10,506.00 | \$803.71   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$10,818.00 | \$827.58   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$11,552.00 | \$883.73   | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$12,000.00 | \$918.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$12,200.00 | \$933.30   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$12,285.00 | \$939.80   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$12,519.00 | \$957.70   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$14,102.00 | \$1,078.80 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$14,433.00 | \$1,104.12 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$14,724.00 | \$1,126.39 | Dean of CC AA- PT Faculty       |

Attachment #2 - Schedule A

|                        |   |             |            |                                 |
|------------------------|---|-------------|------------|---------------------------------|
| ADJUNCT PROFESSOR      | F | \$17,613.00 | \$1,347.39 | Dean of CC AA- PT Faculty       |
| Adjunct Professor-SEIU | F | \$700.00    | \$53.55    | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$2,241.00  | \$171.44   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$2,241.00  | \$171.44   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$3,000.00  | \$229.50   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$3,050.00  | \$233.33   | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$3,060.00  | \$234.09   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$3,500.00  | \$267.75   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$3,500.00  | \$267.75   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$4,000.00  | \$306.00   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,017.00  | \$307.30   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$4,050.00  | \$309.83   | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,050.00  | \$309.83   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,068.00  | \$311.20   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,068.00  | \$311.20   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,068.00  | \$311.20   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,116.00  | \$314.87   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,116.00  | \$314.87   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,116.00  | \$314.87   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,122.00  | \$315.33   | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,122.00  | \$315.33   | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,122.00  | \$315.33   | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,122.00  | \$315.33   | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,122.00  | \$315.33   | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,460.00  | \$341.19   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,482.00  | \$342.87   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$4,500.00  | \$344.25   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,635.00  | \$354.58   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,635.00  | \$354.58   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,635.00  | \$354.58   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,635.00  | \$354.58   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,750.00  | \$363.38   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$4,750.00  | \$363.38   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$4,893.00  | \$374.31   | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,232.00  | \$400.25   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$5,278.00  | \$403.77   | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,278.00  | \$403.77   | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,278.00  | \$403.77   | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,280.00  | \$403.92   | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,280.00  | \$403.92   | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,500.00  | \$420.75   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$5,631.00  | \$430.77   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$5,631.00  | \$430.77   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$5,682.00  | \$434.67   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$5,682.00  | \$434.67   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$5,682.00  | \$434.67   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$5,768.00  | \$441.25   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$5,768.00  | \$441.25   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$5,776.00  | \$441.86   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$5,776.00  | \$441.86   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$5,776.00  | \$441.86   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$5,776.00  | \$441.86   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$5,776.00  | \$441.86   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$6,336.00  | \$484.70   | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$6,336.00  | \$484.70   | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$6,568.00  | \$502.45   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$7,470.00  | \$571.46   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$8,130.00  | \$621.95   | Dean of CC AA- PT Faculty       |
| Adjunct Professor-SEIU | F | \$8,136.00  | \$622.40   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$8,171.00  | \$625.08   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$8,218.00  | \$628.68   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$9,009.00  | \$689.19   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$10,506.00 | \$803.71   | CAUSES Dean- PT Faculty         |

Attachment #2 - Schedule A

|                                     |   |              |             |                                 |
|-------------------------------------|---|--------------|-------------|---------------------------------|
| Adjunct Professor-SEIU              | F | \$10,556.00  | \$807.53    | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU              | F | \$10,616.00  | \$812.12    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU              | F | \$11,962.00  | \$915.09    | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU              | F | \$12,240.00  | \$936.36    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU              | F | \$12,366.00  | \$946.00    | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU              | F | \$13,652.00  | \$1,044.38  | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU              | F | \$14,280.00  | \$1,092.42  | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU              | F | \$14,280.00  | \$1,092.42  | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU              | F | \$15,152.00  | \$1,159.13  | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU              | F | \$15,152.00  | \$1,159.13  | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU              | F | \$15,240.00  | \$1,165.86  | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU              | F | \$15,840.00  | \$1,211.76  | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU              | F | \$17,552.00  | \$1,342.73  | CC Division of AHLPS-PT Faculty |
| ADMIN. SPECIALIST                   | V | \$67,246.00  | \$17,483.96 | CAUSES-Nutr & Diet-Staff        |
| Administrative Assistant            | V | \$33,005.00  | \$8,581.30  | SBPA Dean-Staff                 |
| Administrative Assistant            | V | \$39,554.00  | \$10,284.04 | Title III Office - Staff        |
| Administrative Assistant            | F | \$43,023.00  | \$11,185.98 | Student Affairs - Staff         |
| Administrative Assistant            | F | \$43,023.00  | \$11,185.98 | WFDLL Site Ops - Staff          |
| Administrative Assistant            | F | \$43,023.00  | \$11,185.98 | WFDLL Site Ops - Staff          |
| Administrative Assistant            | V | \$43,023.00  | \$11,185.98 | WFDLL Site Ops - Staff          |
| Administrative Assistant            | F | \$44,660.00  | \$11,611.60 | WFDLL Site Ops - Staff          |
| Administrative Assistant            | F | \$46,297.00  | \$12,037.22 | WFDLL Site Ops - Staff          |
| ADMINISTRATIVE ASSISTANT            | F | \$51,977.00  | \$13,514.02 | President's Office -Staff       |
| ADMINISTRATIVE ASSISTANT            | F | \$51,977.00  | \$13,514.02 | General Counsel-Staff           |
| ADMINISTRATIVE ASSISTANT            | F | \$55,276.00  | \$14,371.76 | Athletics - Staff               |
| Administrative Assistant            | F | \$57,858.00  | \$15,043.08 | SBPA-Act Fin & Econ-Staff       |
| Administrative Assistant            | F | \$57,858.00  | \$15,043.08 | SBPA-Public Admin - Staff       |
| Administrative Specialist           | V | \$39,554.00  | \$10,284.04 | WFDLL Dean - Staff              |
| Administrative Specialist           | V | \$39,554.00  | \$10,284.04 | CEO Comm College- Staff         |
| Administrative Specialist           | F | \$42,620.00  | \$11,081.20 | Title III Office - Staff        |
| Administrative Specialist           | F | \$42,620.00  | \$11,081.20 | WFDLL Site Ops - Staff          |
| Administrative Specialist           | F | \$47,219.00  | \$12,276.94 | WFDLL Site Ops - Staff          |
| Administrative Specialist           | F | \$48,752.00  | \$12,675.52 | WFDLL Site Ops - Staff          |
| Administrative Specialist           | F | \$57,858.00  | \$15,043.08 | Information Technology-Staff    |
| Administrative Specialist           | F | \$62,662.42  | \$16,292.23 | Dean of CC AA - Staff           |
| Admissions Specialist               | V | \$56,867.00  | \$14,785.42 | DACSL Dean-Staff                |
| Adult Education Specialist          | V | \$63,294.00  | \$16,456.44 | CAUSES-Cntr Urb Agr-Staff       |
| ADULT LITERACY/GED INSTRUCTOR       | V | \$51,977.00  | \$13,514.02 | WFDLL Site Ops - Staff          |
| ADULT LITERACY/GED INSTRUCTOR       | F | \$55,960.00  | \$14,549.60 | WFDLL Site Ops - Staff          |
| ADVANCEMENT SERVICES SPECIALIS      | F | \$94,740.00  | \$24,632.40 | Advancement - Staff             |
| Allied Hlth Prog Stud Navigato      | F | \$80,435.00  | \$20,913.10 | CC Division of AHLPS - Staff    |
| Ambassador                          | F | \$42,964.00  | \$11,170.64 | President's Office -Staff       |
| ANALYST                             | F | \$111,387.00 | \$28,960.62 | OPIE - Staff                    |
| Application Programmer              | F | \$108,813.00 | \$28,291.38 | Information Technology-Staff    |
| ASSC ATH DIR FOR COMPLIANCE         | F | \$83,989.00  | \$21,837.14 | Athletics - Staff               |
| Assesment and Volunteer Coordi      | F | \$55,960.00  | \$14,549.60 | CAUSES Dean -Staff              |
| Assessment Director                 | V | \$67,246.00  | \$17,483.96 | WFDLL Site Ops - Staff          |
| Assessment Director                 | F | \$74,933.00  | \$19,482.58 | Dean of CC AA - Staff           |
| Assist. Dir., Admission (Law)       | F | \$72,371.00  | \$18,816.46 | DACSL Dean-Staff                |
| Assistant CAO Academics             | F | \$123,964.00 | \$32,230.64 | President's Office -Staff       |
| Assistant Coach, Men's Lacross      | F | \$46,947.00  | \$12,206.22 | Athletics - Staff               |
| Assistant Coach, Women's Lacro      | F | \$45,264.00  | \$11,768.64 | Athletics - Staff               |
| ASSISTANT DEAN                      | V | \$84,955.00  | \$22,088.30 | CAS Dean - Staff                |
| Assistant Dean, Academic Affairs    | V | \$84,955.00  | \$22,088.30 | Dean of CC AA - Staff           |
| ASSISTANT DIRECTOR                  | F | \$65,977.00  | \$17,154.02 | Title III Office - Staff        |
| Assistant Director                  | F | \$72,596.00  | \$18,874.96 | Title III Office - Staff        |
| Assistant Director                  | F | \$85,500.00  | \$22,230.00 | CC Student Achievement-Staff    |
| Assistant Director of Athletic      | F | \$57,153.00  | \$14,859.78 | Athletics - Staff               |
| Assistant Director Sustainability   | V | \$63,294.00  | \$16,456.44 | CAUSES Dean -Staff              |
| Assistant Director, Student Success | V | \$75,328.00  | \$19,585.28 | Student Affairs - Staff         |
| Assistant Director, Workforce       | V | \$57,153.00  | \$14,859.78 | WFDLL Student Success-Staff     |
| Assistant General Counsel           | V | \$63,294.00  | \$16,456.44 | General Counsel-Staff           |
| Assistant General Counsel           | F | \$126,592.00 | \$32,913.92 | General Counsel-Staff           |

Attachment #2 - Schedule A

|                                    |   |              |             |                                |
|------------------------------------|---|--------------|-------------|--------------------------------|
| Assistant General Counsel          | F | \$126,592.00 | \$32,913.92 | General Counsel-Staff          |
| ASSISTANT PROFESSOR                | F | \$60,000.00  | \$15,600.00 | Learning Resources - Faculty   |
| ASSISTANT PROFESSOR                | F | \$63,246.00  | \$16,443.96 | Learning Resources - Faculty   |
| ASSISTANT PROFESSOR                | F | \$64,300.00  | \$16,718.00 | CAS-Vis & Perf Arts-Faculty    |
| ASSISTANT PROFESSOR                | F | \$66,655.00  | \$17,330.30 | CAS-Math & App Stat- Faculty   |
| ASSISTANT PROFESSOR                | F | \$68,516.00  | \$17,814.16 | CAS-Vis & Perf Arts-Faculty    |
| ASSISTANT PROFESSOR                | F | \$69,000.00  | \$17,940.00 | CAS-HPSGS - Faculty            |
| ASSISTANT PROFESSOR                | F | \$69,000.00  | \$17,940.00 | CAS-HPSGS - Faculty            |
| ASSISTANT PROFESSOR                | F | \$69,000.00  | \$17,940.00 | CAUSES-Arch & UD- Faculty      |
| ASSISTANT PROFESSOR                | F | \$69,000.00  | \$17,940.00 | CAS-HPSGS - Faculty            |
| ASSISTANT PROFESSOR                | F | \$69,000.00  | \$17,940.00 | CAS-CJSSW- Faculty             |
| ASSISTANT PROFESSOR                | F | \$69,000.00  | \$17,940.00 | CAS-Communications - Faculty   |
| ASSISTANT PROFESSOR                | F | \$69,043.00  | \$17,951.18 | Learning Resources - Faculty   |
| ASSISTANT PROFESSOR                | F | \$70,000.00  | \$18,200.00 | CAS-CJSSW- Faculty             |
| ASSISTANT PROFESSOR                | F | \$70,000.00  | \$18,200.00 | CAS-Math & App Stat- Faculty   |
| ASSISTANT PROFESSOR                | F | \$70,000.00  | \$18,200.00 | CAS-Bio Chem & Phys- Faculty   |
| ASSISTANT PROFESSOR                | F | \$70,098.00  | \$18,225.48 | CC Division of AHLPS - Faculty |
| ASSISTANT PROFESSOR                | F | \$70,273.00  | \$18,270.98 | CAUSES-PH Ed - Faculty         |
| ASSISTANT PROFESSOR                | F | \$71,000.00  | \$18,460.00 | CAS-CJSSW- Faculty             |
| ASSISTANT PROFESSOR                | F | \$71,250.00  | \$18,525.00 | CAS-Cntr for Urb Ed-Faculty    |
| ASSISTANT PROFESSOR                | F | \$71,679.00  | \$18,636.54 | CAS-Vis & Perf Arts-Faculty    |
| ASSISTANT PROFESSOR                | F | \$72,000.00  | \$18,720.00 | CC Div Business- Faculty       |
| ASSISTANT PROFESSOR                | F | \$72,037.00  | \$18,729.62 | CAS-Math & App Stat- Faculty   |
| ASSISTANT PROFESSOR                | F | \$72,091.00  | \$18,743.66 | CAS-PCHD - Faculty             |
| ASSISTANT PROFESSOR                | F | \$72,340.00  | \$18,808.40 | CAS-CJSSW- Faculty             |
| ASSISTANT PROFESSOR                | F | \$72,340.00  | \$18,808.40 | CAS Dean - Staff               |
| ASSISTANT PROFESSOR                | F | \$72,733.00  | \$18,910.58 | CAS-Cntr for Urb Ed-Faculty    |
| ASSISTANT PROFESSOR                | F | \$73,000.00  | \$18,980.00 | CAS-PCHD - Faculty             |
| ASSISTANT PROFESSOR                | F | \$73,000.00  | \$18,980.00 | CAS-Cntr for Urb Ed-Faculty    |
| ASSISTANT PROFESSOR                | F | \$73,650.00  | \$19,149.00 | CAS-Bio Chem & Phys- Faculty   |
| ASSISTANT PROFESSOR                | F | \$74,841.00  | \$19,458.66 | CAUSES-Nutr & Diet-Faculty     |
| ASSISTANT PROFESSOR                | F | \$76,422.00  | \$19,869.72 | CAS-Education - Faculty        |
| ASSISTANT PROFESSOR                | F | \$76,500.00  | \$19,890.00 | CAS-Bio Chem & Phys- Faculty   |
| ASSISTANT PROFESSOR                | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty    |
| ASSISTANT PROFESSOR                | F | \$85,000.00  | \$22,100.00 | SEAS-Civ & Mech Eng-Faculty    |
| ASSISTANT PROFESSOR                | F | \$100,439.00 | \$26,114.14 | DACSL Dean - Faculty           |
| ASSISTANT PROFESSOR                | F | \$100,439.00 | \$26,114.14 | DACSL Dean - Faculty           |
| ASSISTANT PROFESSOR                | F | \$100,439.65 | \$26,114.31 | DACSL Dean - Faculty           |
| ASSISTANT PROFESSOR                | V | \$100,440.00 | \$26,114.40 | DACSL Dean - Faculty           |
| ASSISTANT PROFESSOR                | F | \$102,405.69 | \$26,625.48 | CAS-Bio Chem & Phys- Faculty   |
| ASSISTANT PROFESSOR                | F | \$105,000.00 | \$27,300.00 | DACSL Dean - Faculty           |
| ASSISTANT PROFESSOR                | F | \$105,000.00 | \$27,300.00 | DACSL Dean - Faculty           |
| ASSISTANT PROFESSOR                | F | \$120,000.00 | \$31,200.00 | SBPA-Act Fin & Econ-Faculty    |
| ASSISTANT REGISTRAR                | V | \$57,153.00  | \$14,859.78 | DACSL Dean-Staff               |
| Assistant Site Director            | V | \$57,153.00  | \$14,859.78 | WFDLL Site Ops - Staff         |
| Assistant Site Director            | F | \$68,184.00  | \$17,727.84 | WFDLL Site Ops - Staff         |
| Assistant Site Director            | F | \$68,184.00  | \$17,727.84 | WFDLL Site Ops - Staff         |
| Assistant Site Director            | F | \$68,184.00  | \$17,727.84 | WFDLL Site Ops - Staff         |
| Assistant Space Reservations Coord | V | \$56,867.00  | \$14,785.42 | Facilities & RE -Staff         |
| Assistant to the Dean (Law Sch     | F | \$58,726.00  | \$15,268.76 | DACSL Dean-Staff               |
| Assoc Prof (Faculty Developmen     | F | \$76,069.00  | \$19,777.94 | CC Division of MITE- Faculty   |
| ASSOC PROFESSOR                    | F | \$71,964.00  | \$18,710.64 | CC Div Business- Faculty       |
| ASSOC PROFESSOR                    | F | \$72,469.00  | \$18,841.94 | CAS-Education - Faculty        |
| ASSOC PROFESSOR                    | F | \$73,432.00  | \$19,092.32 | CAS-Eng & Wrld Lang-Faculty    |
| ASSOC PROFESSOR                    | F | \$73,432.00  | \$19,092.32 | Learning Resources - Faculty   |
| ASSOC PROFESSOR                    | F | \$73,836.00  | \$19,197.36 | CC Div Business- Faculty       |
| ASSOC PROFESSOR                    | F | \$74,643.00  | \$19,407.18 | CC Division of AHLPS - Faculty |
| ASSOC PROFESSOR                    | F | \$77,380.00  | \$20,118.80 | CAS-Communications - Faculty   |
| ASSOC PROFESSOR                    | F | \$77,863.00  | \$20,244.38 | Learning Resources - Faculty   |
| ASSOC PROFESSOR                    | F | \$77,901.00  | \$20,254.26 | CC Division of AHLPS - Faculty |
| ASSOC PROFESSOR                    | F | \$78,296.00  | \$20,356.96 | CAUSES-Arch & UD- Faculty      |
| ASSOC PROFESSOR                    | F | \$78,943.00  | \$20,525.18 | CC Division of AHLPS - Faculty |
| ASSOC PROFESSOR                    | F | \$80,646.00  | \$20,967.96 | CAUSES-PH Ed - Faculty         |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| ASSOC PROFESSOR                | F | \$80,729.00  | \$20,989.54 | CC Division of MITE- Faculty   |
| ASSOC PROFESSOR                | F | \$80,729.00  | \$20,989.54 | CAS-Math & App Stat- Faculty   |
| ASSOC PROFESSOR                | F | \$81,224.00  | \$21,118.24 | CC Div Humanities-Faculty      |
| ASSOC PROFESSOR                | F | \$82,116.00  | \$21,350.16 | CAS-Cntr for Urb Ed-Faculty    |
| ASSOC PROFESSOR                | F | \$82,544.00  | \$21,461.44 | CAS-Education - Faculty        |
| ASSOC PROFESSOR                | F | \$84,567.00  | \$21,987.42 | CAS-Bio Chem & Phys- Faculty   |
| ASSOC PROFESSOR                | F | \$87,500.00  | \$22,750.00 | CAS-Bio Chem & Phys- Faculty   |
| ASSOC PROFESSOR                | F | \$90,458.00  | \$23,519.08 | CAUSES-PH Ed - Faculty         |
| ASSOC PROFESSOR                | F | \$90,458.00  | \$23,519.08 | CC Division of MITE- Faculty   |
| ASSOC PROFESSOR                | F | \$92,571.00  | \$24,068.46 | CAS-Vis & Perf Arts-Faculty    |
| ASSOC PROFESSOR                | F | \$94,760.00  | \$24,637.60 | SEAS-Comp Sci & IT - Faculty   |
| ASSOC PROFESSOR                | F | \$94,760.00  | \$24,637.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOC PROFESSOR                | F | \$95,313.00  | \$24,781.38 | CAUSES-PH Ed - Faculty         |
| ASSOC PROFESSOR                | F | \$97,188.00  | \$25,268.88 | CAS-PCHD - Faculty             |
| ASSOC PROFESSOR                | F | \$97,695.00  | \$25,400.70 | CC Division of MITE- Faculty   |
| ASSOC PROFESSOR                | V | \$102,500.00 | \$26,650.00 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOC PROFESSOR                | V | \$102,500.00 | \$26,650.00 | CC Division of AHLPS - Faculty |
| ASSOC PROFESSOR                | V | \$102,500.00 | \$26,650.00 | Learning Resources - Faculty   |
| ASSOC PROFESSOR                | V | \$102,500.00 | \$26,650.00 | SBPA-Act Fin & Econ-Faculty    |
| ASSOC PROFESSOR                | F | \$103,343.00 | \$26,869.18 | SBPA-Act Fin & Econ-Faculty    |
| ASSOC PROFESSOR/CHAIR          | F | \$37,932.50  | \$9,862.45  | CAS-HPSGS - Faculty            |
| ASSOC PROFESSOR/CHAIR          | F | \$87,406.00  | \$22,725.56 | CAS-Bio Chem & Phys- Faculty   |
| ASSOC PROFESSOR/CHAIR          | F | \$96,439.00  | \$25,074.14 | SEAS-Civ & Mech Eng-Faculty    |
| ASSOC PROFESSOR/CHAIR          | F | \$110,513.00 | \$28,733.38 | SBPA-Act Fin & Econ-Faculty    |
| Assoc VP, Enrollment Mgmt/Dir  | V | \$107,431.00 | \$27,932.06 | Recruitment & Adm -Staff       |
| ASSOC. PROF./CHAIR             | V | \$102,500.00 | \$26,650.00 | CAUSES-Arch & UD- Faculty      |
| Assoc. Prof./Div. Dir. IT, Mat | V | \$102,500.00 | \$26,650.00 | CC Division of MITE- Faculty   |
| Assoc. Prof./Div. Director Nus | F | \$89,192.00  | \$23,189.92 | CC Division of AHLPS - Faculty |
| Assoc. Prof/Div. Dir. Business | F | \$89,192.00  | \$23,189.92 | CC Div Business- Faculty       |
| Assoc. Prof/Div. Dir. Humaniti | F | \$91,868.00  | \$23,885.68 | CC Div Humanities-Faculty      |
| Associate Chief Academic Offic | F | \$165,012.00 | \$42,903.12 | Provost Office & AA - Staff    |
| ASSOCIATE DEAN                 | F | \$114,941.00 | \$29,884.66 | CAS Dean - Staff               |
| ASSOCIATE DEAN                 | F | \$114,941.00 | \$29,884.66 | CAS-HPSGS - Faculty            |
| ASSOCIATE DEAN                 | F | \$136,349.00 | \$35,450.74 | CAUSES Dean -Staff             |
| Associate Dean                 | F | \$161,277.00 | \$41,932.02 | SBPA Dean-Staff                |
| Associate Dean of Programs/Ass | F | \$98,282.00  | \$25,553.32 | CAUSES Dean -Staff             |
| ASSOCIATE DEAN OF STUDENTS     | F | \$107,262.00 | \$27,888.12 | DACSL Dean-Staff               |
| Associate Dean Workforce Devel | V | \$84,955.00  | \$22,088.30 | WFDLL Cntr for WFS - Staff     |
| Associate Dean, Admissions     | F | \$101,614.00 | \$26,419.64 | DACSL Dean-Staff               |
| Associate Dean, Law Library    | V | \$107,431.00 | \$27,932.06 | Law Library - Staff            |
| Associate Director             | F | \$85,184.00  | \$22,147.84 | Student Life - Staff           |
| Associate Director             | F | \$98,424.00  | \$25,590.24 | Law Library - Staff            |
| Associate Director (Enrollment | V | \$67,246.00  | \$17,483.96 | Title III Office - Staff       |
| Associate Director (Student Ce | F | \$73,164.00  | \$19,022.64 | Student Affairs - Staff        |
| Associate Director Athletics   | F | \$72,371.00  | \$18,816.46 | Athletics - Staff              |
| ASSOCIATE PROFESSOR            | F | \$73,000.00  | \$18,980.00 | CAS-Eng & Wrld Lang-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$74,765.00  | \$19,438.90 | CC Div Business- Faculty       |
| ASSOCIATE PROFESSOR            | F | \$78,339.00  | \$20,368.14 | CAS-Vis & Perf Arts-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$78,412.00  | \$20,387.12 | CAS-Cntr for Urb Ed-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$78,679.00  | \$20,456.54 | CAUSES-Nutr & Diet-Faculty     |
| ASSOCIATE PROFESSOR            | F | \$80,000.00  | \$20,800.00 | CAS-Cntr for Urb Ed-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$81,124.00  | \$21,092.24 | CAS-PCHD - Faculty             |
| ASSOCIATE PROFESSOR            | F | \$81,178.00  | \$21,106.28 | CAS-Eng & Wrld Lang-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$83,060.00  | \$21,595.60 | CAS-HPSGS - Faculty            |
| ASSOCIATE PROFESSOR            | F | \$83,166.00  | \$21,623.16 | CAUSES-Arch & UD- Faculty      |
| ASSOCIATE PROFESSOR            | F | \$85,012.00  | \$22,103.12 | CAS-Cntr for Urb Ed-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$85,593.00  | \$22,254.18 | SBPA-Mrktg & Legal- Faculty    |
| ASSOCIATE PROFESSOR            | F | \$85,593.00  | \$22,254.18 | CC Division of AHLPS - Faculty |
| ASSOCIATE PROFESSOR            | F | \$86,667.00  | \$22,533.42 | CAS-CJSSW- Faculty             |
| ASSOCIATE PROFESSOR            | F | \$91,868.00  | \$23,885.68 | CAS-PCHD - Faculty             |
| ASSOCIATE PROFESSOR            | F | \$94,767.00  | \$24,639.42 | CAS-Cntr for Urb Ed-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$96,438.00  | \$25,073.88 | SEAS-Comp Sci & IT - Faculty   |
| ASSOCIATE PROFESSOR            | F | \$96,439.00  | \$25,074.14 | SEAS-Civ & Mech Eng-Faculty    |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| ASSOCIATE PROFESSOR            | F | \$96,439.00  | \$25,074.14 | SEAS-Civ & Mech Eng-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$99,209.00  | \$25,794.34 | SEAS-Comp Sci & IT - Faculty   |
| ASSOCIATE PROFESSOR            | F | \$101,193.00 | \$26,310.18 | SBPA-Mrktg & Legal- Faculty    |
| ASSOCIATE PROFESSOR            | V | \$102,500.00 | \$26,650.00 | Learning Resources - Faculty   |
| ASSOCIATE PROFESSOR            | V | \$102,500.00 | \$26,650.00 | SBPA-Act Fin & Econ-Faculty    |
| ASSOCIATE PROFESSOR            | V | \$102,500.00 | \$26,650.00 | CAS-Education - Faculty        |
| ASSOCIATE PROFESSOR            | F | \$103,343.00 | \$26,869.18 | SBPA-Act Fin & Econ-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mrktg & Legal- Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$125,186.20 | \$32,548.41 | DACSL Dean - Faculty           |
| ASSOCIATE PROFESSOR            | F | \$125,663.61 | \$32,672.54 | DACSL Dean - Faculty           |
| ASSOCIATE PROFESSOR            | F | \$125,663.61 | \$32,672.54 | DACSL Dean - Faculty           |
| ASSOCIATE PROFESSOR            | F | \$125,664.00 | \$32,672.64 | DACSL Dean - Faculty           |
| ASSOCIATE PROFESSOR            | V | \$125,664.00 | \$32,672.64 | DACSL Dean - Faculty           |
| ASSOCIATE REGISTRAR            | F | \$72,371.00  | \$18,816.46 | Registrar - Staff              |
| Associate Vice President       | F | \$129,120.00 | \$33,571.20 | President's Office -Staff      |
| Associate Vice President       | F | \$136,349.00 | \$35,450.74 | Student Affairs - Staff        |
| Associate Vice President       | F | \$139,965.00 | \$36,390.90 | OPIE - Staff                   |
| Associate Vice President       | F | \$139,965.00 | \$36,390.90 | Human Resources - Staff        |
| Associate Vice President       | F | \$157,540.00 | \$40,960.40 | Information Technology-Staff   |
| Associate VP Fac Real Est Mgmt | F | \$136,349.00 | \$35,450.74 | Capital Projects - Staff       |
| Asst Chief Academic Officer    | F | \$123,964.00 | \$32,230.64 | Provost Office & AA - Staff    |
| ASST FARM MANAGER              | V | \$57,153.00  | \$14,859.78 | CAUSES-Cntr Urb Agr-Staff      |
| Asst Prof/Prog Dir MortSci     | V | \$89,000.00  | \$23,140.00 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR                 | F | \$59,135.00  | \$15,375.10 | CC Div Humanities-Faculty      |
| ASST PROFESSOR                 | F | \$61,246.00  | \$15,923.96 | CAS-Vis & Perf Arts-Faculty    |
| ASST PROFESSOR                 | F | \$62,859.00  | \$16,343.34 | CAS-Math & App Stat- Faculty   |
| ASST PROFESSOR                 | F | \$63,159.00  | \$16,421.34 | CC Div Humanities-Faculty      |
| ASST PROFESSOR                 | F | \$63,159.00  | \$16,421.34 | CAS-Vis & Perf Arts-Faculty    |
| ASST PROFESSOR                 | F | \$64,496.00  | \$16,768.96 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR                 | F | \$64,511.00  | \$16,772.86 | CC Div Humanities-Faculty      |
| ASST PROFESSOR                 | F | \$65,317.00  | \$16,982.42 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR                 | F | \$65,532.00  | \$17,038.32 | CC Division of MITE- Faculty   |
| ASST PROFESSOR                 | F | \$66,000.00  | \$17,160.00 | Learning Resources - Faculty   |
| ASST PROFESSOR                 | F | \$66,287.00  | \$17,234.62 | CAS-Cntr for Urb Ed-Faculty    |
| ASST PROFESSOR                 | F | \$66,604.00  | \$17,317.04 | Dean of CC AA - Faculty        |
| ASST PROFESSOR                 | F | \$67,177.00  | \$17,466.02 | CC Division of MITE- Faculty   |
| ASST PROFESSOR                 | F | \$67,419.00  | \$17,528.94 | Dean of CC AA - Faculty        |
| ASST PROFESSOR                 | F | \$67,446.00  | \$17,535.96 | CAS-Cntr for Urb Ed-Faculty    |
| ASST PROFESSOR                 | F | \$67,994.00  | \$17,678.44 | CC Div Humanities-Faculty      |
| ASST PROFESSOR                 | F | \$67,994.00  | \$17,678.44 | CC Div Business- Faculty       |
| ASST PROFESSOR                 | F | \$68,095.00  | \$17,704.70 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR                 | F | \$69,887.00  | \$18,170.62 | CC Division of MITE- Faculty   |
| ASST PROFESSOR                 | F | \$69,887.00  | \$18,170.62 | CAS-CJSSW- Faculty             |
| ASST PROFESSOR                 | F | \$71,307.00  | \$18,539.82 | CAS-Communications - Faculty   |
| ASST PROFESSOR                 | F | \$72,105.00  | \$18,747.30 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR                 | F | \$72,194.00  | \$18,770.44 | CAS-PCHD - Faculty             |
| ASST PROFESSOR                 | F | \$73,061.00  | \$18,995.86 | CAS-CJSSW- Faculty             |
| ASST PROFESSOR                 | F | \$73,334.00  | \$19,066.84 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR                 | F | \$74,296.00  | \$19,316.96 | CC Division of MITE- Faculty   |
| ASST PROFESSOR                 | F | \$74,643.00  | \$19,407.18 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR                 | F | \$74,725.00  | \$19,428.50 | Provost Office & AA - Staff    |
| ASST PROFESSOR                 | F | \$74,753.00  | \$19,435.78 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR                 | F | \$75,605.00  | \$19,657.30 | CC Division of MITE- Faculty   |
| ASST PROFESSOR                 | F | \$75,605.00  | \$19,657.30 | CAS-Cntr for Urb Ed-Faculty    |
| ASST PROFESSOR                 | F | \$75,605.00  | \$19,657.30 | CC Division of MITE- Faculty   |
| ASST PROFESSOR                 | F | \$75,605.00  | \$19,657.30 | CAS-CJSSW- Faculty             |
| ASST PROFESSOR                 | F | \$75,672.00  | \$19,674.72 | CAS-Bio Chem & Phys- Faculty   |
| ASST PROFESSOR                 | F | \$75,945.00  | \$19,745.70 | CAS-CJSSW- Faculty             |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Comp Sci & IT - Faculty   |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty    |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty    |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty    |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Comp Sci & IT - Faculty   |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Comp Sci & IT - Faculty   |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty    |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Comp Sci & IT - Faculty   |
| ASST PROFESSOR                 | F | \$84,733.00  | \$22,030.58 | CC Division of MITE- Faculty   |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | CC Div Humanities-Faculty      |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | Learning Resources - Faculty   |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | CAUSES-PH Ed - Faculty         |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | CAUSES-Arch & UD- Faculty      |
| ASST SOCCER COACH              | F | \$45,264.00  | \$11,768.64 | Athletics - Staff              |
| ASST VP STUD AFFAIRS           | F | \$72,371.00  | \$18,816.46 | Student Affairs - Staff        |
| ASST WOMEN'S BASKETBALL COACH  | F | \$45,264.00  | \$11,768.64 | Athletics - Staff              |
| ASST WOMEN'S BASKETBALL COACH  | F | \$46,947.00  | \$12,206.22 | Athletics - Staff              |
| Asst. CAO, Grad & Online Educa | F | \$123,964.00 | \$32,230.64 | Provost Office & AA - Staff    |
| ASST. MEN'S BASKETBALL COACH   | V | \$43,581.00  | \$11,331.06 | Athletics - Staff              |
| ASST. MEN'S BASKETBALL COACH   | F | \$53,678.00  | \$13,956.28 | Athletics - Staff              |
| Asst. Sport Perform. Coach     | F | \$15,601.00  | \$1,193.48  | Athletics - PT Faculty         |
| Asst. V.P. Student Development | V | \$107,431.00 | \$27,932.06 | Student Affairs - Staff        |
| Asst. VP, External Relations   | F | \$132,735.00 | \$34,511.10 | Government Relations - Staff   |
| ATHLETIC TRAINER               | F | \$46,947.00  | \$12,206.22 | Athletics - Staff              |
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,078.93  | \$1,765.54  | Space Reservations - Staff     |
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,078.93  | \$1,765.54  | Space Reservations - Staff     |
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,078.93  | \$1,765.54  | Space Reservations - Staff     |
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,078.93  | \$1,765.54  | Space Reservations - Staff     |
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,689.38  | \$6,159.24  | Space Reservations - Staff     |
| AUXILIARY SERV. BUS. MGR.      | V | \$63,294.00  | \$16,456.44 | Facilities & RE -Staff         |
| Banner Developer Programmer    | V | \$100,581.00 | \$26,151.06 | Information Technology-Staff   |
| Bodywise Specialist            | F | \$37,815.50  | \$9,832.03  | CAUSES-PH Ed - PT Faculty      |
| BOILER PLANT OPERATOR LEADER   | F | \$89,232.00  | \$23,200.32 | Facilities Man ? Wage Grade- n |
| Budget & Grants Manager        | F | \$67,246.00  | \$17,483.96 | CAUSES Dean -Staff             |
| Budget & Real Estate Administr | F | \$123,964.00 | \$32,230.64 | Capital Projects - Staff       |
| BUDGET ANALYST                 | F | \$85,214.00  | \$22,155.64 | OCFO - UDC                     |
| BUDGET ANALYST                 | F | \$95,793.00  | \$24,906.18 | OCFO - UDC                     |
| Budget Director                | V | \$162,722.00 | \$42,307.72 | OCFO - UDC                     |
| BUDGET OFFICER                 | F | \$116,034.00 | \$30,168.84 | OCFO - UDC                     |
| Budget Technician              | F | \$56,932.00  | \$14,802.32 | OCFO - UDC                     |
| Building Manager               | V | \$57,153.00  | \$14,859.78 | Student Affairs - Staff        |
| BUSINESS MANAGER AUXILIARY SER | F | \$87,746.00  | \$22,813.96 | President's Office -Staff      |
| CAMPUS SER. OPER MANAGER       | F | \$85,184.00  | \$22,147.84 | Facilities & RE -Staff         |
| CAMPUS SER. OPER MANAGER       | F | \$90,308.00  | \$23,480.08 | Facilities & RE -Staff         |
| Capital Procurement Manager    | F | \$117,284.00 | \$30,493.84 | Capital Procurement - Staff    |
| Capital Project Manager        | F | \$104,945.00 | \$27,285.70 | Capital Projects - Staff       |
| CARE (Faculty)                 | F | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| CARE (Faculty)                 | F | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| CARE (Faculty)                 | F | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| CARE (Faculty)                 | F | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| CAREER COUNSELOR               | V | \$51,977.00  | \$13,514.02 | Title III Office - Staff       |
| CAREER COUNSELOR               | F | \$59,945.00  | \$15,585.70 | Title III Office - Staff       |
| CAREER COUNSELOR               | F | \$59,945.00  | \$15,585.70 | Title III Office - Staff       |
| Career Counselor               | V | \$62,662.00  | \$16,292.12 | WFDLL Site Ops - Staff         |
| Career Counselor               | F | \$67,466.00  | \$17,541.16 | WFDLL Site Ops - Staff         |
| Career Counselor               | F | \$72,270.00  | \$18,790.20 | WFDLL Site Ops - Staff         |
| Career Counselor               | F | \$74,672.00  | \$19,414.72 | WFDLL Site Ops - Staff         |
| Case Management Assistant      | F | \$39,332.00  | \$10,226.32 | SBPA Dean-Staff                |
| Case Manager (POWER)           | V | \$51,977.00  | \$13,514.02 | SBPA Dean-Staff                |
| Case Manager (POWER)           | F | \$65,921.00  | \$17,139.46 | SBPA Dean-Staff                |
| Case Manager (POWER)           | F | \$65,921.00  | \$17,139.46 | SBPA Dean-Staff                |
| Chair (faculty)                | F | \$5,000.00   | \$382.50    | SBPA Dean - PT Faculty         |

Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| Chair (faculty)                | V | \$89,305.00  | \$23,219.30 | CAS Dean - PT Faculty        |
| Chair (faculty)                | V | \$89,305.00  | \$23,219.30 | SEAS Dean - PT Faculty       |
| CHIEF ACADEMIC OFFICER         | F | \$250,298.00 | \$65,077.48 | Provost Office & AA - Staff  |
| Chief Audit and Compliance Exe | F | \$139,965.00 | \$36,390.90 | President's Office -Staff    |
| Chief Financial Officer        | F | \$188,862.00 | \$49,104.12 | OCFO - UDC                   |
| Chief Operating Officer        | F | \$225,178.00 | \$58,546.28 | President's Office -Staff    |
| Chief Staff/SVP                | F | \$225,178.00 | \$58,546.28 | President's Office -Staff    |
| Chief Student Development and  | F | \$225,178.00 | \$58,546.28 | Student Affairs - Staff      |
| COMMUNICATIONS SPECIALIST      | F | \$54,482.00  | \$14,165.32 | Public Safety - Staff        |
| COMMUNICATIONS SPECIALIST      | F | \$54,482.00  | \$14,165.32 | Public Safety - Staff        |
| Communications Specialist      | V | \$62,662.00  | \$16,292.12 | CEO Comm College- Staff      |
| COMP SPEC                      | F | \$122,397.00 | \$31,823.22 | Law Library - Staff          |
| COMP. SPECIALIST               | F | \$77,574.00  | \$20,169.24 | SBPA Dean-Staff              |
| Compliance Officer             | F | \$77,009.00  | \$20,022.34 | CAS-Bio Chem & Phys- Staff   |
| Compliance Officer/Title IX Co | F | \$90,308.00  | \$23,480.08 | General Counsel-Staff        |
| COMPUTER LAB ASSISTANT         | F | \$52,845.00  | \$13,739.70 | SBPA Dean-Staff              |
| COMPUTER SPECIALIST            | F | \$72,232.00  | \$18,780.32 | CC Division of MITE- Faculty |
| COMPUTER SPECIALIST            | F | \$72,232.00  | \$18,780.32 | SEAS Dean -Staff             |
| COMPUTER SPECIALIST            | F | \$72,232.00  | \$18,780.32 | SEAS Dean -Staff             |
| Computer Trainer               | V | \$84,955.00  | \$22,088.30 | WFDLL Site Ops - Staff       |
| Computer Trainer               | F | \$104,945.00 | \$27,285.70 | WFDLL Site Ops - Staff       |
| Computer Trainer               | F | \$104,945.00 | \$27,285.70 | WFDLL Site Ops - Staff       |
| Continuing Education Program C | V | \$57,153.00  | \$14,859.78 | WFDLL Continuing Ed - Staff  |
| CONTRACT SPEC                  | F | \$88,519.00  | \$23,014.94 | Procurement - Staff          |
| CONTRACT SPEC                  | F | \$98,044.00  | \$25,491.44 | Procurement - Staff          |
| CONTRACT SPEC                  | F | \$104,394.00 | \$27,142.44 | Procurement - Staff          |
| CONTRACT SPEC                  | F | \$104,394.00 | \$27,142.44 | Procurement - Staff          |
| CONTRACT SPECIALIST            | F | \$88,519.00  | \$23,014.94 | Procurement - Staff          |
| Contracts and Grants Associate | F | \$94,740.00  | \$24,632.40 | CAUSES Dean -Staff           |
| Controller (University of the  | F | \$144,978.00 | \$37,694.28 | OCFO - UDC                   |
| COORD STUD OUTR LDRS DEV       | F | \$77,574.00  | \$20,169.24 | Recruitment & Adm -Staff     |
| Coordinator (Development, Outr | F | \$77,574.00  | \$20,169.24 | CAS Dean - Staff             |
| COUNSELOR                      | F | \$69,905.00  | \$18,175.30 | Title III Office - Staff     |
| COUNSELOR                      | V | \$74,713.00  | \$19,425.38 | Student Life - Staff         |
| COUNSELOR                      | F | \$89,018.00  | \$23,144.68 | CC Student Achievement-Staff |
| Customer Service Representativ | F | \$48,965.00  | \$12,730.90 | OCFO - UDC                   |
| Customer Service Specialist    | F | \$39,044.00  | \$10,151.44 | CC Student Achievement-Staff |
| Customer Service Specialist    | F | \$43,326.00  | \$11,264.76 | Recruitment & Adm -Staff     |
| Data & Assessment Manager      | F | \$69,809.00  | \$18,150.34 | CAUSES Dean -Staff           |
| Data Analyst                   | F | \$82,621.00  | \$21,481.46 | Title III Office - Staff     |
| Data Analyst (QIE)             | F | \$77,574.00  | \$20,169.24 | CEO Comm College- Staff      |
| Data Processing & Document Man | F | \$57,153.00  | \$14,859.78 | Recruitment & Adm -Staff     |
| Dean                           | F | \$100,581.00 | \$26,151.06 | CEO Comm College- Staff      |
| Dean                           | F | \$150,069.00 | \$39,017.94 | CEO Comm College- Staff      |
| DEAN OF STUD ACHIEVEMENT       | F | \$114,941.00 | \$29,884.66 | CEO Comm College- Staff      |
| Dean, CAS                      | F | \$194,516.00 | \$50,574.16 | CAS Dean - Staff             |
| Dean, CAUSES                   | F | \$194,516.00 | \$50,574.16 | CAUSES Dean -Staff           |
| Dean, Law School               | F | \$225,178.00 | \$58,546.28 | DACSL Dean-Staff             |
| Dean, School of Business and P | F | \$194,516.00 | \$50,574.16 | SBPA Dean-Staff              |
| Dean, SEAS                     | F | \$194,516.00 | \$50,574.16 | SEAS Dean -Staff             |
| DEP DIR COMM COLL INIT         | V | \$84,955.00  | \$22,088.30 | CEO Comm College- Staff      |
| DEPUTY CHIEF OF POLICE         | F | \$86,876.00  | \$22,587.76 | Public Safety - Staff        |
| Desktop Support Tech           | F | \$65,647.00  | \$17,068.22 | Information Technology-Staff |
| Desktop Support Technician     | F | \$67,842.00  | \$17,638.92 | Information Technology-Staff |
| Desktop Support Technician     | F | \$74,713.00  | \$19,425.38 | CEO Comm College- Staff      |
| DIGITAL TECHNOLOGY ASST        | F | \$42,964.00  | \$11,170.64 | Title III Office - Staff     |
| DIR COUN & ST DEV              | F | \$89,763.00  | \$23,338.38 | Couns & Student Dev - Staff  |
| Dir Institutional Res., Data M | F | \$120,624.00 | \$31,362.24 | Title III Office - Staff     |
| DIR LAW REGISTRATION/REGISTRAR | F | \$86,876.00  | \$22,587.76 | DACSL Dean-Staff             |
| DIR OF CONT ED WORK DEV        | F | \$101,614.00 | \$26,419.64 | CEO Comm College- Staff      |
| DIR OF CONTRACTING & PROC.     | F | \$125,506.00 | \$32,631.56 | Procurement - Staff          |
| DIR OF PUB SAF/CHIEF OF POLICE | V | \$100,581.00 | \$26,151.06 | Public Safety - Staff        |
| DIR, INTERCOLL. ATHL           | F | \$165,012.00 | \$42,903.12 | Athletics - Staff            |

Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| Dir. of Instit. Assessment & O | F | \$101,614.00 | \$26,419.64 | OPIE - Staff                 |
| DIR. OF VETERANS' AFFAIRS      | F | \$78,215.00  | \$20,335.90 | Student Affairs - Staff      |
| Dir. State & Local Affairs     | F | \$114,941.00 | \$29,884.66 | President's Office -Staff    |
| Dir., Multicultural Affairs &  | F | \$84,955.00  | \$22,088.30 | Student Affairs - Staff      |
| DIRECTOR                       | V | \$75,328.00  | \$19,585.28 | Dean of CC AA - Staff        |
| DIRECTOR                       | V | \$75,328.00  | \$19,585.28 | SEAS Dean -Staff             |
| Director                       | V | \$75,328.00  | \$19,585.28 | Human Resources - Staff      |
| DIRECTOR                       | F | \$80,059.00  | \$20,815.34 | Title III Office - Staff     |
| Director                       | F | \$86,876.00  | \$22,587.76 | DACSL Dean-Staff             |
| Director                       | F | \$92,651.00  | \$24,089.26 | Recruitment & Adm -Staff     |
| Director                       | V | \$100,581.00 | \$26,151.06 | Information Technology-Staff |
| DIRECTOR                       | F | \$101,311.00 | \$26,340.86 | Government Relations - Staff |
| Director                       | F | \$101,614.00 | \$26,419.64 | Title III Office - Staff     |
| Director                       | F | \$117,284.00 | \$30,493.84 | Information Technology-Staff |
| Director (Student Center)      | F | \$81,103.00  | \$21,086.78 | Student Affairs - Staff      |
| Director LRD                   | F | \$107,431.00 | \$27,932.06 | Learning Resources - Staff   |
| Director of Alumni Affairs     | F | \$84,955.00  | \$22,088.30 | Advancement - Staff          |
| Director of Auxiliary Enterpri | F | \$108,278.00 | \$28,152.28 | President's Office -Staff    |
| DIRECTOR OF CAREER SERVICES    | F | \$104,945.00 | \$27,285.70 | DACSL Dean-Staff             |
| Director of Comm. and Market   | F | \$111,000.00 | \$28,860.00 | President's Office -Staff    |
| Director of Communications     | V | \$84,955.00  | \$22,088.30 | President's Office -Staff    |
| Director of Operations, UDCCC  | F | \$108,278.00 | \$28,152.28 | CEO Comm College- Staff      |
| Director of Student Accounts   | F | \$175,482.00 | \$45,625.32 | OCFO - UDC                   |
| Director of Student Engagement | F | \$78,098.00  | \$20,305.48 | SEAS Dean -Staff             |
| Director, Administration & Fin | V | \$84,955.00  | \$22,088.30 | CEO Comm College- Staff      |
| Director, Alumni Affairs       | F | \$87,746.00  | \$22,813.96 | DACSL Dean-Staff             |
| Director, Capital Project      | F | \$114,941.00 | \$29,884.66 | Capital Projects - Staff     |
| Director, Capital Projects     | F | \$120,000.00 | \$31,200.00 | Capital Projects - Staff     |
| Director, Center for Urban Agr | F | \$78,215.00  | \$20,335.90 | CAUSES-Cntr Urb Agr-Staff    |
| Director, Center of Nutrition, | F | \$90,308.00  | \$23,480.08 | CAUSES-Nutr & Diet-Staff     |
| DIRECTOR, DEVELOPMENT          | F | \$101,311.00 | \$26,340.86 | DACSL Dean-Staff             |
| Director, Employee & Labor     | F | \$111,609.00 | \$29,018.34 | Human Resources - Staff      |
| DIRECTOR, FINANCIAL AID        | F | \$89,763.00  | \$23,338.38 | DACSL Dean-Staff             |
| Director, Graduate Admissions  | F | \$83,033.00  | \$21,588.58 | Grad & Spons'd Prog - Staff  |
| Director, Learning Technology  | F | \$98,424.00  | \$25,590.24 | Learning Resources - Staff   |
| Director, Major Gifts and Plan | V | \$84,955.00  | \$22,088.30 | Advancement - Staff          |
| Director, Risk Management      | F | \$111,609.80 | \$29,018.55 | General Counsel-Staff        |
| DIRECTOR, SS                   | F | \$78,215.00  | \$20,335.90 | WFDLL Student Success-Staff  |
| Director, Student Life         | F | \$75,328.00  | \$19,585.28 | Student Affairs - Staff      |
| Director, Student Success      | F | \$92,651.00  | \$24,089.26 | Student Affairs - Staff      |
| DIRECTOR, TRIO PROGRAMS        | F | \$89,763.00  | \$23,338.38 | TRIO & Coll Prog - Staff     |
| Director, WRRI                 | F | \$87,746.00  | \$22,813.96 | CAUSES-ESS - Staff           |
| Disability Counselor           | F | \$89,018.00  | \$23,144.68 | Couns & Student Dev - Staff  |
| DISTINGUISHED PROF             | F | \$131,214.00 | \$34,115.64 | CAUSES Dean -Staff           |
| District Services Coordinator  | V | \$75,328.00  | \$19,585.28 | Student Life - Staff         |
| EDUCATION COUNSELOR            | F | \$27,980.00  | \$7,274.80  | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | F | \$50,677.57  | \$13,176.17 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | F | \$51,977.00  | \$13,514.02 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | V | \$51,977.00  | \$13,514.02 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | F | \$51,977.00  | \$13,514.02 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | V | \$51,977.00  | \$13,514.02 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | F | \$59,945.00  | \$15,585.70 | TRIO & Coll Prog - Staff     |
| Employer Outreach Coordinator  | V | \$43,581.00  | \$11,331.06 | Financial Aid - Staff        |
| Employer Outreach Coordinator  | V | \$43,581.00  | \$11,331.06 | WFDLL Dean - Staff           |
| Employer Outreach Coordinator  | V | \$43,581.00  | \$11,331.06 | Title III Office - Staff     |
| Employer Outreach Coordinator  | F | \$53,678.00  | \$13,956.28 | Title III Office - Staff     |
| Employer Outreach Coordinator  | F | \$58,726.00  | \$15,268.76 | WFDLL Dean - Staff           |
| Enrollment Residency Coordinat | V | \$62,662.00  | \$16,292.12 | Recruitment & Adm -Staff     |
| Events & Operations Coordinato | F | \$63,294.00  | \$16,456.44 | Campus Services - Staff      |
| EXECUTIVE ASSISTANT            | F | \$57,153.00  | \$14,859.78 | Procurement - Staff          |
| Executive Assistant            | F | \$59,945.00  | \$15,585.70 | SBPA Dean-Staff              |
| Executive Assistant            | F | \$65,977.00  | \$17,154.02 | Student Affairs - Staff      |
| Executive Assistant            | F | \$80,059.00  | \$20,815.34 | Human Resources - Staff      |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| Executive Associate            | F | \$108,278.00 | \$28,152.28 | President's Office -Staff      |
| EXECUTIVE ASST                 | F | \$72,371.00  | \$18,816.46 | CEO Comm College- Staff        |
| Executive Dir., Career Service | F | \$91,618.00  | \$23,820.68 | Student Life - Staff           |
| Executive Director             | F | \$123,964.00 | \$32,230.64 | President's Office -Staff      |
| Executive Director             | F | \$139,965.00 | \$36,390.90 | Information Technology-Staff   |
| EXECUTIVE SECRETARY            | F | \$68,229.00  | \$17,739.54 | President's Office -Staff      |
| EXTENSION AGENT I              | F | \$57,044.00  | \$14,831.44 | CAUSES-Nutr & Diet-Staff       |
| Faculty Coordinator            | V | \$62,662.00  | \$16,292.12 | WFDLL Site Ops - Staff         |
| Faculty Coordinator            | F | \$72,270.00  | \$18,790.20 | WFDLL Site Ops - Staff         |
| FAMILY NURSE PRACTITIONER      | V | \$67,246.00  | \$17,483.96 | Health Services - Staff        |
| Family Nurse Practitioner      | F | \$92,651.00  | \$24,089.26 | Health Services - Staff        |
| Finance Systems Manager        | V | \$123,358.00 | \$32,073.08 | OCFO - UDC                     |
| Financial Aid Compliance Offic | F | \$74,713.00  | \$19,425.38 | Financial Aid - Staff          |
| Financial Aid Compliance Offic | F | \$83,296.00  | \$21,656.96 | Financial Aid - Staff          |
| FINANCIAL AID COUNSELOR        | F | \$74,713.00  | \$19,425.38 | Financial Aid - Staff          |
| FINANCIAL AID COUNSELOR        | F | \$91,879.00  | \$23,888.54 | Financial Aid - Staff          |
| FINANCIAL AID COUNSELOR        | F | \$94,740.00  | \$24,632.40 | Financial Aid - Staff          |
| FINANCIAL AID COUNSELOR        | F | \$94,740.00  | \$24,632.40 | Financial Aid - Staff          |
| FINANCIAL AID COUNSELOR (Loan  | F | \$67,246.00  | \$17,483.96 | Financial Aid - Staff          |
| FINANCIAL ANALYST              | V | \$51,977.00  | \$13,514.02 | Provost Office & AA - Staff    |
| FINANCIAL MANAGER              | F | \$142,060.00 | \$36,935.60 | OCFO - UDC                     |
| Fitness Manager                | V | \$43,581.00  | \$11,331.06 | Student Affairs - Staff        |
| Fitness Specialist             | F | \$38,532.00  | \$10,018.32 | Student Affairs - Staff        |
| GEN MGR                        | F | \$95,537.00  | \$24,839.62 | Cable Television - Staff       |
| GENERAL COUNSEL                | F | \$225,178.00 | \$58,546.28 | General Counsel-Staff          |
| GRADUATE STUDENT/GRADUATE ASSI | F | \$31,200.00  | \$2,386.80  | Learning Resources - Students  |
| Graduate/Research Asst         | F | \$31,200.00  | \$2,386.80  | Records Management - Students  |
| Graduate/Research Asst         | F | \$31,200.00  | \$2,386.80  | Title III Office - Students    |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students            |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students            |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students            |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students            |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students            |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | SEAS-Comp Sci & IT- Students   |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | SEAS-Comp Sci & IT- Students   |
| Graduate/Teaching Asst         | F | \$31,200.00  | \$2,386.80  | CAUSES Dean - Students         |
| Graduate/Teaching Asst         | F | \$31,200.00  | \$2,386.80  | SEAS-Elec Engin - Students     |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAUSES Dean - Students         |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | Provost Office & AA - Students |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAS-Education - Students       |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAS-Education - Students       |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | SEAS-Civ & Mech Eng-Faculty    |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAUSES Dean - Students         |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAS-CJSSW- Faculty             |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAUSES Dean - Students         |
| GRADUATION CLEARANCE SPECIALIS | F | \$44,153.00  | \$11,479.78 | Title III Office - Staff       |
| Grant Coordinator              | F | \$51,977.00  | \$13,514.02 | SEAS-Civ & Mech Eng-Staff      |
| Grant Coordinator              | F | \$67,914.00  | \$17,657.64 | SEAS-Civ & Mech Eng-Staff      |
| Grant Project Leader           | V | \$89,305.00  | \$23,219.30 | SBPA Dean - PT Faculty         |
| Grant Project Leader (Faculty) | F | \$5,000.00   | \$382.50    | DCCC - Adjunct Professor       |
| Grant Project Leader (Faculty) | F | \$5,000.00   | \$382.50    | DCCC - Adjunct Professor       |
| Grant Project Leader (Faculty) | F | \$5,000.00   | \$382.50    | SEAS-Comp Sci & IT -PT Faculty |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | SEAS-Elec Engin - PT Faculty   |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | SEAS-Civ & Mech Eng-PT Faculty |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | CAS-Cntr for Urb Ed-Faculty    |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | SEAS-Comp Sci & IT -PT Faculty |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | SEAS-Comp Sci & IT - Faculty   |
| Grants Administration Officer  | F | \$73,164.00  | \$19,022.64 | CEO Comm College- Staff        |
| Grants Management Specialist   | F | \$78,098.00  | \$20,305.48 | Title III Office - Staff       |
| Grants Program Manager         | F | \$120,211.00 | \$31,254.86 | OCFO - UDC                     |
| HEAD BASKETBALL COACH (WOMEN'S | F | \$75,328.00  | \$19,585.28 | Athletics - Staff              |
| Head Coach Swimming/Aquatics D | F | \$63,294.00  | \$16,456.44 | Athletics - Staff              |
| Head Coach, Lacrosse (Men)     | F | \$65,761.00  | \$17,097.86 | Athletics - Staff              |

## Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| Head Coach, Lacrosse (Women)   | F | \$63,294.00  | \$16,456.44 | Athletics - Staff              |
| Head of Collection Services    | F | \$91,618.00  | \$23,820.68 | Law Library - Staff            |
| HEAD SOCCER COACH              | F | \$65,761.00  | \$17,097.86 | Athletics - Staff              |
| Head, Cross Country and Track  | F | \$63,294.00  | \$16,456.44 | Athletics - Staff              |
| Head, Men's and Women's Tennis | F | \$68,229.00  | \$17,739.54 | Athletics - Staff              |
| Head, Men's Basketball Coach   | F | \$95,537.00  | \$24,839.62 | Athletics - Staff              |
| HRIS Specialist                | V | \$63,294.00  | \$16,456.44 | Human Resources - Staff        |
| HRIS Specialist                | F | \$85,500.00  | \$22,230.00 | Human Resources - Staff        |
| HUMAN RESOURCES ASSISTANT      | F | \$51,995.00  | \$13,518.70 | Human Resources - Staff        |
| HUMAN RESOURCES ASSISTANT      | F | \$53,678.00  | \$13,956.28 | Human Resources - Staff        |
| HUMAN RESOURCES ASST           | V | \$43,581.00  | \$11,331.06 | Human Resources - Staff        |
| HUMAN RESOURCES SPEC EMP BEN   | V | \$63,294.00  | \$16,456.44 | Human Resources - Staff        |
| HUMAN RESOURCES SPEC EMP BEN   | F | \$85,500.00  | \$22,230.00 | Human Resources - Staff        |
| INFO PROCESSOR                 | V | \$52,011.00  | \$13,522.86 | Recruitment & Adm -Staff       |
| INFO PROCESSOR                 | F | \$65,654.00  | \$17,070.04 | Recruitment & Adm -Staff       |
| INFO TECH SPEC                 | F | \$115,951.00 | \$30,147.26 | Information Technology-Staff   |
| Inform. Tech. Sys. Engineer    | F | \$104,394.00 | \$27,142.44 | Information Technology-Staff   |
| Information Processor          | V | \$26,980.00  | \$7,014.80  | Recruitment & Adm -Staff       |
| INFORMATION PROCESSOR          | F | \$52,011.00  | \$13,522.86 | Law Library - Staff            |
| INFORMATION PROCESSOR          | F | \$52,011.00  | \$13,522.86 | Recruitment & Adm -Staff       |
| INFORMATION PROCESSOR          | F | \$52,011.00  | \$13,522.86 | Recruitment & Adm -Staff       |
| INFORMATION PROCESSOR          | V | \$52,011.00  | \$13,522.86 | Recruitment & Adm -Staff       |
| INFORMATION TECHNOLOGY ASST    | V | \$36,124.00  | \$9,392.24  | Learning Resources - Staff     |
| Information Technology Complia | F | \$89,763.00  | \$23,338.38 | Information Technology-Staff   |
| Information Technology Special | F | \$83,296.00  | \$21,656.96 | Learning Resources - Staff     |
| Instructional Consultant       | F | \$72,371.00  | \$18,816.46 | Learning Resources - Staff     |
| Instructional Consultant       | F | \$77,497.00  | \$20,149.22 | Learning Resources - Staff     |
| INSTRUCTOR                     | F | \$5,000.00   | \$382.50    | CAS-Cntr for Urb Ed-PT Faculty |
| INSTRUCTOR                     | V | \$37,617.00  | \$9,780.42  | Title III Office - Staff       |
| INSTRUCTOR                     | V | \$37,617.00  | \$9,780.42  | DACSL Dean - Faculty           |
| INSTRUCTOR                     | V | \$54,295.00  | \$14,116.70 | Title III Office - Staff       |
| INSTRUCTOR                     | V | \$54,295.00  | \$14,116.70 | DACSL Dean - Faculty           |
| INSTRUCTOR                     | V | \$54,295.00  | \$14,116.70 | DACSL Dean - Faculty           |
| INSTRUCTOR                     | F | \$59,372.00  | \$15,436.72 | CC Div Humanities-Faculty      |
| INSTRUCTOR                     | F | \$62,830.00  | \$16,335.80 | SEAS-Comp Sci & IT - Faculty   |
| INSTRUCTOR                     | F | \$63,039.00  | \$16,390.14 | CAS-Eng & Wrld Lang-Faculty    |
| INSTRUCTOR                     | F | \$63,229.64  | \$16,439.71 | DACSL Dean - Faculty           |
| INSTRUCTOR                     | F | \$65,047.00  | \$16,912.22 | CAS-Math & App Stat- Faculty   |
| INSTRUCTOR                     | F | \$65,048.00  | \$16,912.48 | CAS-Math & App Stat- Faculty   |
| INSTRUCTOR                     | F | \$67,000.00  | \$17,420.00 | CAS-Cntr for Urb Ed-Faculty    |
| INSTRUCTOR                     | F | \$67,462.00  | \$17,540.12 | CAS-Math & App Stat- Faculty   |
| INSTRUCTOR                     | F | \$67,462.00  | \$17,540.12 | CAS-Education - Faculty        |
| INSTRUCTOR                     | F | \$67,842.00  | \$17,638.92 | CAS-Cntr for Urb Ed-Faculty    |
| INSTRUCTOR                     | F | \$67,901.00  | \$17,654.26 | CAS-PCHD - Faculty             |
| INSTRUCTOR                     | F | \$67,901.00  | \$17,654.26 | CAS-HPSGS - Faculty            |
| INSTRUCTOR                     | F | \$68,004.00  | \$17,681.04 | CAS-Education - Faculty        |
| INSTRUCTOR                     | F | \$71,284.00  | \$18,533.84 | CAS-Cntr for Urb Ed-Faculty    |
| INSTRUCTOR                     | F | \$72,100.00  | \$18,746.00 | SBPA-Act Fin & Econ-Faculty    |
| INSTRUCTOR                     | V | \$79,000.00  | \$20,540.00 | CC Div Humanities-Faculty      |
| INSTRUCTOR                     | V | \$79,000.00  | \$20,540.00 | CAS-Cntr for Urb Ed-Faculty    |
| Instructor (Aviation Mechanic) | V | \$43,285.00  | \$11,254.10 | CC Division of MITE- Faculty   |
| Instructor (Aviation Mechanic) | V | \$79,000.00  | \$20,540.00 | CC Division of MITE- Faculty   |
| Interim V, Enrollment Svc.     | F | \$121,890.00 | \$31,691.40 | Financial Aid - Staff          |
| Jazz Archives Specialist       | F | \$65,647.00  | \$17,068.22 | Learning Resources - Staff     |
| Lab Assistant                  | V | \$23,295.00  | \$6,056.70  | Title III Office - Staff       |
| Lab Assistant                  | V | \$23,295.00  | \$6,056.70  | SEAS Dean -Staff               |
| Lab Engineer                   | F | \$53,678.00  | \$13,956.28 | SEAS-Civ & Mech Eng-Staff      |
| LAB MGR                        | F | \$72,232.00  | \$18,780.32 | CAS-Bio Chem & Phys- Staff     |
| LAB TECH                       | V | \$51,964.00  | \$13,510.64 | CC Division of AHLPS - Staff   |
| LAB TECH                       | F | \$51,977.00  | \$13,514.02 | Title III Office - Staff       |
| LAB TECH                       | F | \$54,482.00  | \$14,165.32 | CAS-Bio Chem & Phys- Staff     |
| LAB TECH                       | F | \$66,868.00  | \$17,385.68 | CAS-Bio Chem & Phys- Staff     |
| Lab Technician                 | F | \$54,482.00  | \$14,165.32 | Dean of CC AA - Staff          |

Attachment #2 - Schedule A

|                                |   |             |             |                                |
|--------------------------------|---|-------------|-------------|--------------------------------|
| Laboratory Engineer            | F | \$53,678.00 | \$13,956.28 | SEAS Dean -Staff               |
| Lead Customer Service Represen | F | \$69,944.00 | \$18,185.44 | OCFO - UDC                     |
| Legal Writer                   | F | \$80,566.00 | \$20,947.16 | Title III Office - Staff       |
| LIBRARIAN (CATALOGING)         | V | \$74,713.00 | \$19,425.38 | Law Library - Staff            |
| LIBRARY TECH                   | F | \$52,898.00 | \$13,753.48 | Learning Resources - Staff     |
| LIBRARY TECH                   | F | \$60,166.00 | \$15,643.16 | Learning Resources - Staff     |
| LIBRARY TECH                   | F | \$60,166.00 | \$15,643.16 | Law Library - Staff            |
| LIBRARY TECH                   | F | \$65,654.00 | \$17,070.04 | Learning Resources - Staff     |
| LIBRARY TECHNICIAN             | F | \$51,081.00 | \$13,281.06 | Learning Resources - Staff     |
| Lifeguard Manager              | F | \$16,502.50 | \$1,262.44  | Athletics - Staff              |
| Lifeguard Manager              | F | \$16,502.50 | \$1,262.44  | Athletics - Staff              |
| Logistics and Research         | V | \$57,044.00 | \$14,831.44 | CAUSES Dean -Staff             |
| Logistics and Research Associa | F | \$79,476.00 | \$20,663.76 | CAUSES Dean -Staff             |
| MAIL CLERK/XEROX TECHNICIAN    | F | \$42,309.00 | \$11,000.34 | DACSL Dean-Staff               |
| Maintenance and Operations Sup | F | \$85,500.00 | \$22,230.00 | Campus Services - Staff        |
| MAINTENANCE MECHANIC           | V | \$61,963.20 | \$16,110.43 | Campus Services - Staff        |
| MAINTENANCE MECHANIC           | V | \$61,963.20 | \$16,110.43 | Campus Services - Staff        |
| MAINTENANCE MECHANIC           | F | \$68,452.80 | \$17,797.73 | Campus Services - Staff        |
| MAINTENANCE MECHANIC           | F | \$70,616.00 | \$18,360.16 | Campus Services - Staff        |
| MAINTENANCE MECHANIC           | F | \$70,616.00 | \$18,360.16 | Campus Services - Staff        |
| MAINTENANCE MECHANIC           | F | \$70,616.00 | \$18,360.16 | Campus Services - Staff        |
| Maintenance Mechanic Team Lead | F | \$77,376.00 | \$20,117.76 | Campus Services - Staff        |
| Maintenance Mechanic Team Lead | F | \$82,118.40 | \$21,350.78 | Campus Services - Staff        |
| MAINTENANCE MECHANIC/LOCKSMTH  | F | \$81,432.00 | \$21,172.32 | Campus Services - Staff        |
| MAINTENANCE SPEC               | F | \$73,596.00 | \$19,134.96 | Campus Services - Staff        |
| Management Analyst             | F | \$80,059.00 | \$20,815.34 | Facilities & RE -Staff         |
| MANAGEMENT ASSISTANT           | F | \$69,868.00 | \$18,165.68 | CC Student Achievment-Staff    |
| MANAGEMENT ASSISTANT           | F | \$72,270.00 | \$18,790.20 | Registrar - Staff              |
| MANAGEMENT ASSISTANT           | F | \$74,672.00 | \$19,414.72 | Registrar - Staff              |
| Manager                        | F | \$77,497.00 | \$20,149.22 | Public Safety - Staff          |
| Manager                        | F | \$80,059.00 | \$20,815.34 | Human Resources - Staff        |
| Manager                        | F | \$80,059.00 | \$20,815.34 | President's Office -Staff      |
| Manager                        | F | \$80,059.00 | \$20,815.34 | CAUSES - Cntr 4H & YD- Staff   |
| Manager Recruitment & Operatio | V | \$67,246.00 | \$17,483.96 | Human Resources - Staff        |
| Manager Recruitment & Operatio | V | \$67,246.00 | \$17,483.96 | CEO Comm College- Staff        |
| MANAGER, TELECOM.              | F | \$73,164.00 | \$19,022.64 | Information Technology-Staff   |
| MANAGER, PAYROLL               | F | \$90,308.00 | \$23,480.08 | Human Resources - Staff        |
| Managing Attorney              | V | \$67,246.00 | \$17,483.96 | DACSL Dean - Faculty           |
| Marketing & Communications Ass | F | \$55,909.00 | \$14,536.34 | CAUSES Dean -Staff             |
| Marketing Communications Manag | V | \$67,246.00 | \$17,483.96 | CAUSES Dean -Staff             |
| MEDIA TECH                     | F | \$60,166.00 | \$15,643.16 | Learning Resources - Staff     |
| MEDIA TECH                     | F | \$60,166.00 | \$15,643.16 | Learning Resources - Staff     |
| MEDIA TECH                     | F | \$60,166.00 | \$15,643.16 | Learning Resources - Staff     |
| MEDIA TECH                     | F | \$60,166.00 | \$15,643.16 | Learning Resources - Staff     |
| MEDIA TECH I                   | F | \$51,081.00 | \$13,281.06 | Learning Resources - Staff     |
| MGMT ASST                      | V | \$39,554.00 | \$10,284.04 | Title III Office - Staff       |
| MGR INFO TECH                  | F | \$78,215.00 | \$20,335.90 | OPIE - Staff                   |
| Motor Vehicle Operator (Mail C | F | \$49,370.00 | \$12,836.20 | Facilities & RE -Staff         |
| Multicultural/International Ad | V | \$56,867.00 | \$14,785.42 | Recruitment & Adm -Staff       |
| MUSIC EQUIPMENT TECH           | F | \$62,122.00 | \$16,151.72 | CAS-Vis & Perf Arts - Staff    |
| Network Administrator          | F | \$83,296.00 | \$21,656.96 | Information Technology-Staff   |
| OFFICE MANAGER                 | F | \$47,219.00 | \$12,276.94 | Title III Office - Staff       |
| OFFICE MANAGER                 | F | \$50,312.00 | \$13,081.12 | CAS-Education - Staff          |
| Office Manager                 | V | \$51,977.00 | \$13,514.02 | Registrar - Staff              |
| OFFICE MANAGER                 | F | \$55,361.00 | \$14,393.86 | Title III Office - Staff       |
| Office Manager                 | F | \$61,257.00 | \$15,926.82 | Recruitment & Adm -Staff       |
| OFFICE MANAGER                 | F | \$63,294.00 | \$16,456.44 | CAS Dean - Staff               |
| Office Manager                 | F | \$63,929.00 | \$16,621.54 | DACSL Dean-Staff               |
| OFFSET DUP PRESS OPR           | F | \$67,288.00 | \$17,494.88 | Campus Services - Staff        |
| PAINTER                        | V | \$67,899.00 | \$17,653.74 | Facilities Man ? Wage Grade- n |
| Pathway Director               | F | \$77,497.00 | \$20,149.22 | WFDLL Site Ops - Staff         |
| Pathway Director               | F | \$77,497.00 | \$20,149.22 | WFDLL Site Ops - Staff         |
| Pathway Director               | F | \$77,497.00 | \$20,149.22 | WFDLL Site Ops - Staff         |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| Pathway Director               | F | \$77,497.00  | \$20,149.22 | WFDLL Site Ops - Staff         |
| PGM & PROD COOR                | F | \$122,397.00 | \$31,823.22 | Cable Television - Staff       |
| PLUMBER                        | F | \$69,867.20  | \$18,165.47 | Facilities Man ? Wage Grade- n |
| PNEUMATIC CONTROL ENG          | F | \$73,840.00  | \$19,198.40 | Facilities Man ? Wage Grade- n |
| PNEUMATIC CONTROL ENG          | F | \$95,139.20  | \$24,736.19 | Campus Services - Staff        |
| POLICE OFFICER                 | V | \$47,447.00  | \$12,336.22 | Security Campus Police - Admi  |
| POLICE OFFICER                 | V | \$47,447.00  | \$12,336.22 | Security Campus Police - Admi  |
| POLICE OFFICER                 | V | \$47,447.00  | \$12,336.22 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$51,081.00  | \$13,281.06 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Security Campus Police - Admi  |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Campus Services - Staff        |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Security Campus Police - Admi  |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Campus Services - Staff        |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Campus Services - Staff        |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Security Campus Police - Admi  |
| POLICE OFFICER                 | F | \$60,166.00  | \$15,643.16 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$60,166.00  | \$15,643.16 | Public Safety - Staff          |
| Post Coordinator               | F | \$73,164.00  | \$19,022.64 | Title III Office - Staff       |
| Postdoctoral Fellow II         | F | \$70,391.00  | \$18,301.66 | SEAS Dean -Staff               |
| Postdoctoral Research Associat | F | \$51,977.00  | \$13,514.02 | SEAS-Civ & Mech Eng-Staff      |
| Postdoctoral Research Associat | F | \$59,945.00  | \$15,585.70 | SEAS-Civ & Mech Eng-Staff      |
| Postdoctoral Research Associat | F | \$59,945.00  | \$15,585.70 | SEAS-Civ & Mech Eng-Staff      |
| PRESIDENT                      | F | \$322,354.00 | \$83,812.04 | President's Office -Staff      |
| Principal Investigator (facult | F | \$5,000.00   | \$382.50    | Mngmt Faculty                  |
| Principal Investigator (facult | F | \$5,000.00   | \$382.50    | CAS-Education - PT Faculty     |
| Principal Investigator (facult | F | \$5,000.00   | \$382.50    | CAS-PCHD - PT Faculty          |
| Principal Investigator (facult | V | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| Principal Investigator (facult | V | \$5,000.00   | \$382.50    | CAS-Bio Chem & Phys-PT Faculty |
| Principal Investigator (facult | V | \$5,000.00   | \$382.50    | CAS-CJSSW- Faculty             |
| Principal Investigator (facult | V | \$5,000.00   | \$382.50    | CAS-Education - PT Faculty     |
| Procurement Agent              | F | \$69,868.00  | \$18,165.68 | Capital Procurement - Staff    |
| PROFESSOR                      | F | \$79,222.97  | \$20,597.97 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$84,686.60  | \$22,018.52 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$86,520.00  | \$22,495.20 | CAS-CJSSW- Faculty             |
| PROFESSOR                      | F | \$88,635.00  | \$23,045.10 | CAS-Vis & Perf Arts-Faculty    |
| PROFESSOR                      | F | \$88,961.00  | \$23,129.86 | CAS-Education - Faculty        |
| PROFESSOR                      | F | \$92,287.00  | \$23,994.62 | CAS-Eng & Wrld Lang-Faculty    |
| PROFESSOR                      | F | \$94,767.00  | \$24,639.42 | Provost Office & AA - Staff    |
| PROFESSOR                      | F | \$97,167.00  | \$25,263.42 | SBPA-Mrktg & Legal- Faculty    |
| PROFESSOR                      | F | \$98,447.00  | \$25,596.22 | CAS-Vis & Perf Arts-Faculty    |
| PROFESSOR                      | F | \$101,527.00 | \$26,397.02 | CAS-Vis & Perf Arts-Faculty    |
| Professor                      | F | \$101,827.00 | \$26,475.02 | CAS-HPSGS - Faculty            |
| PROFESSOR                      | F | \$103,432.00 | \$26,892.32 | CAS-PCHD - Faculty             |
| Professor                      | F | \$106,000.00 | \$27,560.00 | SEAS-Civ & Mech Eng-Faculty    |
| Professor                      | F | \$106,000.00 | \$27,560.00 | SEAS-Elec Engin - Faculty      |
| Professor                      | F | \$106,000.00 | \$27,560.00 | SEAS-Elec Engin - Faculty      |
| PROFESSOR                      | F | \$107,653.00 | \$27,989.78 | CAS-Eng & Wrld Lang-Faculty    |
| PROFESSOR                      | F | \$109,180.00 | \$28,386.80 | SEAS-Civ & Mech Eng-Faculty    |
| PROFESSOR                      | F | \$109,932.00 | \$28,582.32 | SEAS-Comp Sci & IT - Faculty   |
| PROFESSOR                      | F | \$110,674.00 | \$28,775.24 | SEAS-Comp Sci & IT - Faculty   |
| PROFESSOR                      | F | \$110,694.00 | \$28,780.44 | SEAS-Comp Sci & IT - Faculty   |
| Professor                      | F | \$112,751.00 | \$29,315.26 | SEAS-Elec Engin - Faculty      |
| PROFESSOR                      | F | \$113,410.00 | \$29,486.60 | SEAS-Comp Sci & IT - Faculty   |
| PROFESSOR                      | F | \$113,846.00 | \$29,599.96 | SBPA-Mgmt Hosp & GS-Faculty    |
| PROFESSOR                      | F | \$113,846.00 | \$29,599.96 | CAS-Bio Chem & Phys- Faculty   |

Attachment #2 - Schedule A

|                                 |   |              |             |                                |
|---------------------------------|---|--------------|-------------|--------------------------------|
| PROFESSOR                       | F | \$115,138.00 | \$29,935.88 | SBPA-Act Fin & Econ-Faculty    |
| PROFESSOR                       | F | \$115,348.00 | \$29,990.48 | CAS-Eng & Wrld Lang-Faculty    |
| PROFESSOR                       | F | \$117,226.00 | \$30,478.76 | CAS-Bio Chem & Phys- Faculty   |
| PROFESSOR                       | F | \$118,954.00 | \$30,928.04 | CAS-Bio Chem & Phys- Faculty   |
| PROFESSOR                       | F | \$119,050.00 | \$30,953.00 | SBPA-Mgmt Hosp & GS-Faculty    |
| PROFESSOR                       | V | \$122,000.00 | \$31,720.00 | CAUSES-PH Ed - Faculty         |
| PROFESSOR                       | V | \$122,000.00 | \$31,720.00 | CAS-Education - Faculty        |
| PROFESSOR                       | V | \$122,000.00 | \$31,720.00 | CAS-Education - Faculty        |
| PROFESSOR                       | V | \$122,000.00 | \$31,720.00 | CAS-Education - Faculty        |
| PROFESSOR                       | F | \$158,444.90 | \$41,195.67 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty           |
| PROFESSOR                       | V | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty           |
| PROFESSOR                       | V | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty           |
| Professor                       | F | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty           |
| Professor                       | F | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$158,445.42 | \$41,195.81 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$158,445.42 | \$41,195.81 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$158,445.93 | \$41,195.94 | Law School Teaching Serv - Fa  |
| PROFESSOR                       | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$166,094.71 | \$43,184.62 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$166,094.71 | \$43,184.62 | DACSL Dean - Faculty           |
| PROFESSOR                       | F | \$190,133.88 | \$49,434.81 | DACSL Dean - Faculty           |
| PROFESSOR/CHAIR                 | F | \$99,754.00  | \$25,936.04 | CAS-Eng & Wrld Lang-Faculty    |
| PROFESSOR/CHAIR                 | F | \$110,359.00 | \$28,693.34 | SEAS-Elec Engin - Faculty      |
| PROFESSOR/CHAIR                 | F | \$111,014.00 | \$28,863.64 | SEAS-Civ & Mech Eng-Faculty    |
| PROFESSOR/CHAIR                 | F | \$120,753.00 | \$31,395.78 | SBPA-Act Fin & Econ-Faculty    |
| Program Assistant               | F | \$38,793.00  | \$10,086.18 | WFDLL Site Ops - Staff         |
| Program Assistant               | F | \$38,793.00  | \$10,086.18 | WFDLL Site Ops - Staff         |
| Program Associate               | V | \$62,662.00  | \$16,292.12 | CAUSES-Nutr & Diet-Staff       |
| PROGRAM COORDINATOR             | F | \$63,772.00  | \$16,580.72 | WFDLL Site Ops - Staff         |
| PROGRAM COORDINATOR             | F | \$65,977.00  | \$17,154.02 | TRIO & Coll Prog - Staff       |
| Program Coordinator             | F | \$68,184.00  | \$17,727.84 | Title III Office - Staff       |
| PROGRAM COORDINATOR             | F | \$77,009.00  | \$20,022.34 | Title III Office - Staff       |
| Program Coordinator - Healthca  | F | \$63,294.00  | \$16,456.44 | WFDLL Site Ops - Staff         |
| Program Coordinator (Faculty)   | V | \$5,000.00   | \$382.50    | CAS-Education - Faculty        |
| Program Coordinator (Faculty)   | F | \$5,000.00   | \$382.50    | CAS Dean - PT Faculty          |
| Program Coordinator (Faculty)   | V | \$5,000.00   | \$382.50    | WFDLL Site Ops - PT Faculty    |
| Program Coordinator (Faculty)   | V | \$5,000.00   | \$382.50    | CAS-Bio Chem & Phys-PT Faculty |
| Program Coordinator (Faculty)   | V | \$5,000.00   | \$382.50    | CAS Dean - PT Faculty          |
| PROGRAM COORDINATOR (VETERAN'S  | V | \$57,153.00  | \$14,859.78 | TRIO & Coll Prog - Staff       |
| Program Coordinator College Re  | F | \$57,153.00  | \$14,859.78 | Dean of CC AA - Staff          |
| Program Coordinator for Food S  | F | \$55,361.00  | \$14,393.86 | CAUSES-Nutr & Diet-Staff       |
| Program Coordinator of Snap Ed  | F | \$50,312.00  | \$13,081.12 | CAUSES-Nutr & Diet-Staff       |
| Program Director                | F | \$95,537.00  | \$24,839.62 | CAS-Cntr for Urb Ed-Faculty    |
| Program Director (Faculty)      | V | \$5,000.00   | \$382.50    | CAS-Bio Chem & Phys-PT Faculty |
| Program Director (Faculty)      | V | \$5,000.00   | \$382.50    | President's Office -Staff      |
| Program Monitor                 | F | \$53,969.00  | \$14,031.94 | TRIO & Coll Prog - Staff       |
| Program System Specialist       | F | \$109,016.00 | \$28,344.16 | OCFO - UDC                     |
| Proj. Spec. (Community Educatio | F | \$74,713.00  | \$19,425.38 | CAUSES-Nutr & Diet-Staff       |
| PROJECT ADVISOR                 | V | \$43,581.00  | \$11,331.06 | SBPA Dean-Staff                |
| PROJECT ASSISTANT               | V | \$23,295.00  | \$6,056.70  | CAUSES-Nutr & Diet-Staff       |
| PROJECT ASSISTANT               | V | \$26,980.00  | \$7,014.80  | CAUSES-Nutr & Diet-Staff       |
| PROJECT ASSISTANT               | F | \$28,205.63  | \$7,333.46  | TRIO & Coll Prog - Staff       |
| PROJECT ASSISTANT               | V | \$33,005.00  | \$8,581.30  | Title III Office - Staff       |
| PROJECT ASSISTANT               | V | \$33,005.00  | \$8,581.30  | Title III Office - Staff       |
| PROJECT ASSISTANT               | F | \$36,124.00  | \$9,392.24  | President's Office -Staff      |
| Project Assistant               | F | \$41,596.00  | \$10,814.96 | TRIO & Coll Prog - Staff       |
| PROJECT ASSISTANT               | F | \$50,286.00  | \$13,074.36 | WFDLL Continuing Ed - Staff    |
| Project Assistant               | V | \$52,011.00  | \$13,522.86 | CAUSES Dean -Staff             |

Attachment #2 - Schedule A

|                                |   |             |             |                                |
|--------------------------------|---|-------------|-------------|--------------------------------|
| Project Assistant              | V | \$52,011.00 | \$13,522.86 | CAUSES Dean -Staff             |
| Project Assistant              | F | \$53,960.00 | \$14,029.60 | CAUSES-Cntr Urb Agr-Staff      |
| Project Assistant              | F | \$53,960.00 | \$14,029.60 | CAUSES-ESS - Staff             |
| Project Assistant              | F | \$59,807.00 | \$15,549.82 | CAUSES Dean -Staff             |
| Project Associate              | F | \$62,662.00 | \$16,292.12 | CAUSES - Cntr 4H & YD- Staff   |
| Project Associate              | F | \$69,868.00 | \$18,165.68 | CAUSES-Cntr Urb Agr-Staff      |
| PROJECT ASST                   | V | \$43,581.00 | \$11,331.06 | CAUSES-Nutr & Diet-Staff       |
| Project Asst (Student)         | V | \$29,120.00 | \$2,227.68  | CAS-Education - Students       |
| PROJECT COOR                   | V | \$43,581.00 | \$11,331.06 | CAUSES-Nutr & Diet-Staff       |
| PROJECT COORDINATOR            | V | \$57,153.00 | \$14,859.78 | WFDLL Cntr for WFS - Staff     |
| PROJECT COORDINATOR            | V | \$57,153.00 | \$14,859.78 | WFDLL Cntr for WFS - Staff     |
| PROJECT COORDINATOR            | F | \$59,359.00 | \$15,433.34 | WFDLL Site Ops - Staff         |
| Project Coordinator (ECLI)     | F | \$61,565.00 | \$16,006.90 | Dean of CC AA - Staff          |
| Project Coordinator (Outreach  | V | \$43,581.00 | \$11,331.06 | SBPA-PATHS - Staff             |
| Project Coordinator (Outreach  | F | \$69,868.00 | \$18,165.68 | CAUSES Dean -Staff             |
| Project Manager                | V | \$63,294.00 | \$16,456.44 | CAUSES Dean -Staff             |
| Project Manager                | V | \$75,328.00 | \$19,585.28 | CAS-Bio Chem & Phys- Staff     |
| Project Manager                | V | \$75,328.00 | \$19,585.28 | CAS-Bio Chem & Phys-PT Faculty |
| Project Manager (MARC)         | V | \$63,294.00 | \$16,456.44 | CAS-Bio Chem & Phys-PT Faculty |
| PROJECT MGR                    | F | \$79,476.00 | \$20,663.76 | Dean of CC AA - Staff          |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | CAUSES-ESS - Staff             |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | CAUSES-ESS - Staff             |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff      |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff      |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-PH Ed - Faculty         |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | SBPA Dean-Staff                |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | CAUSES Dean -Staff             |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | CAUSES Dean -Staff             |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff      |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff      |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff      |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | SBPA Dean-Staff                |
| PROJECT SPECIALIST             | F | \$57,153.00 | \$14,859.78 | Dean of CC AA - Staff          |
| Project Specialist             | F | \$65,064.00 | \$16,916.64 | CAS-Eng & Wrld Lang- Staff     |
| PROJECT SPECIALIST             | F | \$65,921.00 | \$17,139.46 | CAUSES Dean -Staff             |
| Project Specialist             | F | \$68,229.00 | \$17,739.54 | Provost Office & AA - Staff    |
| PROJECT SPECIALIST             | F | \$69,905.00 | \$18,175.30 | CAUSES Dean - Students         |
| PROJECT SPECIALIST             | F | \$69,905.00 | \$18,175.30 | CAUSES-Cntr Urb Agr-Staff      |
| Project Specialist (CONSTRUCTI | V | \$39,554.00 | \$10,284.04 | CAUSES Dean -Staff             |
| Project Specialist (Green Tech | F | \$69,905.00 | \$18,175.30 | CAUSES Dean -Staff             |
| Project Specialist for Environ | F | \$65,977.00 | \$17,154.02 | CAUSES-ESS - Staff             |
| Project Specialist for Expande | F | \$45,264.00 | \$11,768.64 | CAUSES-Nutr & Diet-Staff       |
| Public Outreach Coordinator    | V | \$38,860.00 | \$10,103.60 | DACSL Dean-Staff               |
| Public Outreach Coordinator    | F | \$61,756.00 | \$16,056.56 | DACSL Dean-Staff               |
| Public Safety Dispatcher I     | F | \$47,859.00 | \$12,443.34 | Security Campus Police - Admi  |
| RECORD CENTER COOR             | F | \$56,096.00 | \$14,584.96 | OPIE - Staff                   |
| RECORDS CLERK                  | F | \$31,833.00 | \$8,276.58  | Title III Office - Staff       |
| RECORDS CLERK                  | F | \$31,833.00 | \$8,276.58  | Title III Office - Staff       |
| RECRUIT SPEC BIL               | V | \$74,713.00 | \$19,425.38 | Recruitment & Adm -Staff       |
| Recruiter                      | F | \$63,705.00 | \$16,563.30 | Recruitment & Adm -Staff       |
| Recruiter                      | F | \$63,705.00 | \$16,563.30 | Recruitment & Adm -Staff       |
| Recruitment Specialist         | V | \$52,011.00 | \$13,522.86 | Recruitment & Adm -Staff       |
| Recruitment Specialist         | F | \$65,654.00 | \$17,070.04 | Recruitment & Adm -Staff       |
| Recruitment Specialist         | F | \$65,654.00 | \$17,070.04 | Recruitment & Adm -Staff       |
| REHABILITATION COUN.           | V | \$74,713.00 | \$19,425.38 | CC Student Achievment-Staff    |
| REHABILITATION COUN.           | F | \$74,713.00 | \$19,425.38 | Couns & Student Dev - Staff    |
| Research Analyst               | F | \$85,184.00 | \$22,147.84 | CEO Comm College- Staff        |
| Research Assessment Analyst    | F | \$70,696.00 | \$18,380.96 | OPIE - Staff                   |
| RESEARCH ASSISTANT             | V | \$26,980.00 | \$7,014.80  | SBPA Dean-Staff                |
| RESEARCH ASSOCIATE             | F | \$65,064.00 | \$16,916.64 | CAUSES Dean -Staff             |
| RESEARCH ASST                  | V | \$31,200.00 | \$8,112.00  | SEAS-Elec Engin - Staff        |
| RESEARCH ASST                  | V | \$31,200.00 | \$8,112.00  | Provost Office & AA - Students |
| Research Asst (Student)        | F | \$15,600.00 | \$1,193.40  | CAS-Math & App Stat-Students   |

Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| Research Fellow I              | V | \$43,581.00  | \$11,331.06 | SEAS-Civ & Mech Eng-Faculty  |
| Research Fellow II             | F | \$63,929.00  | \$16,621.54 | SEAS-Civ & Mech Eng-Staff    |
| Research Leader (Faculty)      | F | \$5,000.00   | \$382.50    | DACSL Dean - PT Faculty      |
| Research Leader (Faculty)      | F | \$5,000.00   | \$382.50    | DACSL Dean - PT Faculty      |
| Research Leader (Faculty)      | F | \$5,000.00   | \$382.50    | DACSL Dean - PT Faculty      |
| Research Leader (Faculty)      | F | \$5,000.00   | \$382.50    | DACSL Dean - PT Faculty      |
| Research Leader (Faculty)      | F | \$12,000.00  | \$918.00    | DACSL Dean - PT Faculty      |
| Research Leader (Faculty)      | V | \$89,305.00  | \$23,219.30 | CAS Dean - PT Faculty        |
| RESEARCH OFFICER               | V | \$75,328.00  | \$19,585.28 | Title III Office - Staff     |
| Resident Banner Functional Spe | F | \$92,651.00  | \$24,089.26 | Registrar - Staff            |
| RESIDENTIAL LIFE ADVISOR       | F | \$4,080.00   | \$312.12    | Student Affairs - Staff      |
| RESIDENTIAL LIFE ADVISOR       | F | \$15,600.00  | \$1,193.40  | Student Affairs - Students   |
| RESIDENTIAL LIFE ADVISOR       | F | \$15,600.00  | \$1,193.40  | Student Affairs - Students   |
| RESIDENTIAL LIFE ADVISOR       | F | \$15,600.00  | \$1,193.40  | Student Affairs - Students   |
| RESIDENTIAL LIFE ADVISOR       | F | \$15,600.00  | \$1,193.40  | Student Affairs - Students   |
| Safety & Security Specialist   | F | \$63,452.00  | \$16,497.52 | Public Safety - Staff        |
| SCI LAB MGR&CP LAB MGR         | F | \$74,672.00  | \$19,414.72 | CAS-Bio Chem & Phys- Staff   |
| SECRETARY                      | F | \$58,588.00  | \$15,232.88 | SBPA Dean-Staff              |
| SECRETARY                      | F | \$58,588.00  | \$15,232.88 | Student Life - Staff         |
| SECRETARY                      | F | \$58,588.00  | \$15,232.88 | SBPA-Mgmt Hosp & GS-Staff    |
| SECRETARY                      | F | \$60,244.00  | \$15,663.44 | SEAS Dean -Staff             |
| SECRETARY                      | F | \$65,212.00  | \$16,955.12 | SEAS Dean -Staff             |
| SECRETARY                      | F | \$65,212.00  | \$16,955.12 | CAS-PCHD - Staff             |
| SECRETARY                      | F | \$65,212.00  | \$16,955.12 | CAS-Bio Chem & Phys- Staff   |
| SECRETARY                      | F | \$65,654.00  | \$17,070.04 | SEAS Dean -Staff             |
| SECRETARY                      | F | \$65,654.00  | \$17,070.04 | CC Division of MITE- Faculty |
| SECRETARY                      | F | \$66,868.00  | \$17,385.68 | CC Division of AHLPS - Staff |
| SECRETARY                      | F | \$66,868.00  | \$17,385.68 | SEAS Dean -Staff             |
| SECRETARY                      | F | \$66,868.00  | \$17,385.68 | Dean of CC AA - Staff        |
| SENIOR ACCOUNTANT              | F | \$110,768.00 | \$28,799.68 | OCFO - UDC                   |
| SENIOR ACCOUNTANT              | V | \$112,341.50 | \$29,208.79 | OCFO - UDC                   |
| Senior Advisor                 | F | \$127,305.00 | \$33,099.30 | President's Office -Staff    |
| SENIOR BUDGET ANALYST          | F | \$113,915.00 | \$29,617.90 | OCFO - UDC                   |
| SENIOR CONTRACT SPEC           | V | \$75,328.00  | \$19,585.28 | Procurement - Staff          |
| SEVIS & Int'l Student Svcs & I | F | \$61,936.00  | \$16,103.36 | Title III Office - Staff     |
| Special Assistant              | F | \$94,951.00  | \$24,687.26 | Couns & Student Dev - Staff  |
| SPECIAL ASSISTANT TO THE PROVO | F | \$72,371.00  | \$18,816.46 | Provost Office & AA - Staff  |
| SPONSORED PROG DIR. & GRANT CO | F | \$108,278.00 | \$28,152.28 | Title III Office - Staff     |
| Sr Program Coordinator         | F | \$29,679.50  | \$7,716.67  | CAUSES Dean -Staff           |
| Sr. Program Coordinator        | V | \$57,153.00  | \$14,859.78 | CAUSES Dean -Staff           |
| Sr. Program Coordinator        | F | \$61,565.00  | \$16,006.90 | CAUSES-Gerontology -Staff    |
| Sr. Program Coordinator        | F | \$68,184.00  | \$17,727.84 | CAUSES - Cntr 4H & YD- Staff |
| Sr. Program Coordinator        | F | \$68,184.00  | \$17,727.84 | CAUSES-Nutr & Diet-Staff     |
| STAFF ASSISTANT                | V | \$39,554.00  | \$10,284.04 | Provost Office & AA - Staff  |
| Staff Assistant                | F | \$51,977.00  | \$13,514.02 | Title III Office - Staff     |
| STAFF ASSISTANT                | F | \$52,011.00  | \$13,522.86 | CAUSES Dean -Staff           |
| STAFF ASSISTANT                | F | \$52,011.00  | \$13,522.86 | Facilities & RE -Staff       |
| STAFF ASSISTANT                | V | \$52,011.00  | \$13,522.86 | CAUSES-Cntr Urb Agr-Staff    |
| STAFF ASSISTANT                | V | \$52,011.00  | \$13,522.86 | CAUSES-Cntr Urb Agr-Staff    |
| STAFF ASSISTANT                | F | \$53,352.00  | \$13,871.52 | CAS Dean - Staff             |
| STAFF ASSISTANT                | F | \$53,960.00  | \$14,029.60 | CAUSES Dean -Staff           |
| STAFF ASSISTANT                | F | \$53,960.00  | \$14,029.60 | CAUSES Dean -Staff           |
| STAFF ASSISTANT                | F | \$53,960.00  | \$14,029.60 | Learning Resources - Staff   |
| Staff Assistant                | F | \$53,969.00  | \$14,031.94 | President's Office -Staff    |
| Staff Assistant                | F | \$53,969.00  | \$14,031.94 | Provost Office & AA - Staff  |
| STAFF ASSISTANT                | F | \$57,858.00  | \$15,043.08 | CAUSES Dean -Staff           |
| Staff Assistant                | F | \$57,858.00  | \$15,043.08 | President's Office -Staff    |
| Staff Assistant                | F | \$58,988.00  | \$15,336.88 | OCFO - UDC                   |
| STAFF ASSISTANT                | F | \$59,807.00  | \$15,549.82 | DACSL Dean-Staff             |
| STAFF ASSISTANT                | F | \$62,662.00  | \$16,292.12 | DACSL Dean-Staff             |
| Staff Assistant                | F | \$62,662.00  | \$16,292.12 | DACSL Dean-Staff             |
| STAFF ASSISTANT                | F | \$65,647.00  | \$17,068.22 | DACSL Dean-Staff             |
| STAFF ASSISTANT                | F | \$65,654.00  | \$17,070.04 | CAS-Eng & Wrld Lang- Staff   |

Attachment #2 - Schedule A

[illegible]

Attachment #2 - Schedule A

[illegible]

Attachment #2 - Schedule A

[illegible]

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| Student Worker                 | F | \$15,600.00  | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$15,600.00  | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$15,600.00  | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$15,600.00  | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$15,600.00  | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$15,600.00  | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$19,760.00  | \$1,511.64  | Financial Aid - Students       |
| Student Worker                 | V | \$24,960.00  | \$1,909.44  | Athletics - Students           |
| Student Worker                 | F | \$24,960.00  | \$1,909.44  | DACSL Dean - Students          |
| Student Worker                 | V | \$24,960.00  | \$1,909.44  | Title III Office - Students    |
| Student Worker                 | V | \$24,960.00  | \$1,909.44  | CAUSES Dean - Students         |
| Student Worker                 | V | \$24,960.00  | \$1,909.44  | Student Life - Staff           |
| Student Worker                 | V | \$31,200.00  | \$2,386.80  | CAS-Bio Chem & Phys- Student   |
| Student Worker                 | V | \$31,200.00  | \$2,386.80  | SEAS-Civ & Mech Eng-PT Faculty |
| Student Worker                 | V | \$31,200.00  | \$2,386.80  | CAS-HPSGS - Faculty            |
| Student Worker                 | V | \$31,200.00  | \$2,386.80  | CAS-PCHD - Students            |
| Student Worker                 | V | \$31,200.00  | \$2,386.80  | Provost Office & AA - Students |
| Student Worker                 | V | \$31,200.00  | \$2,386.80  | President's Office - Students  |
| Student Worker                 | V | \$31,200.00  | \$2,386.80  | CAS-PCHD - PT Faculty          |
| Student Worker                 | V | \$31,200.00  | \$2,386.80  | CAUSES Dean - Students         |
| Supervisory Case Manager (PATH | F | \$78,215.00  | \$20,335.90 | SBPA Dean-Staff                |
| SUPERVISORY INFORMATION TECHNO | F | \$72,596.00  | \$18,874.96 | Learning Resources - Staff     |
| SUPERVISORY POLICE OFFICER SGT | V | \$51,977.00  | \$13,514.02 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | V | \$51,977.00  | \$13,514.02 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | V | \$51,977.00  | \$13,514.02 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | V | \$51,977.00  | \$13,514.02 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | V | \$51,977.00  | \$13,514.02 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | F | \$61,936.00  | \$16,103.36 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | F | \$63,929.00  | \$16,621.54 | Public Safety - Staff          |
| SUPV. POLICE OFF. LIEUT.       | F | \$61,936.00  | \$16,103.36 | Public Safety - Staff          |
| SUPV. POLICE OFF. LIEUT.       | F | \$63,772.00  | \$16,580.72 | Public Safety - Staff          |
| Talent Specialist              | V | \$63,294.00  | \$16,456.44 | CEO Comm College- Staff        |
| Talent Specialist              | V | \$63,294.00  | \$16,456.44 | Human Resources - Staff        |
| TECH DIR BUILDING MGR          | F | \$29,788.07  | \$7,744.90  | Space Reservations - Staff     |
| TECH. SUPP. SPEC.              | F | \$85,344.00  | \$22,189.44 | Law Library - Staff            |
| TELECOM SUPP ASST              | F | \$51,632.00  | \$13,424.32 | Information Technology-Staff   |
| TELEPHONE OPERATOR             | V | \$38,538.00  | \$10,019.88 | Information Technology-Staff   |
| TELEVISION STUDIO PRO A.V. SPE | F | \$74,713.00  | \$19,425.38 | Cable Television - Staff       |
| Title III Budget Analyst       | F | \$72,596.00  | \$18,874.96 | Title III Office - Staff       |
| Title III Program Specialist   | V | \$57,153.00  | \$14,859.78 | Title III Office - Staff       |
| TRAINING SPECIALIST            | V | \$51,977.00  | \$13,514.02 | SBPA Dean-Staff                |
| TRAINING SPECIALIST            | V | \$51,977.00  | \$13,514.02 | SBPA Dean-Staff                |
| TRAINING SPECIALIST            | V | \$51,977.00  | \$13,514.02 | SBPA Dean-Staff                |
| Transportation Assistant (Flee | F | \$68,224.00  | \$17,738.24 | Campus Services - Staff        |
| Tutor Assistant                | F | \$53,352.00  | \$13,871.52 | WFDLL Site Ops - Staff         |
| Tutor Assistant                | F | \$53,352.00  | \$13,871.52 | WFDLL Site Ops - Staff         |
| Tutoring Center Coordinator    | V | \$43,581.00  | \$11,331.06 | CC Student Achievement-Staff   |
| UDC AMBASS. AT LG.& DIP&EXCH   | V | \$100,581.00 | \$26,151.06 | Internat'l Programs- Staff     |
| UNIV REGISTRAR                 | F | \$98,282.00  | \$25,553.32 | Recruitment & Adm -Staff       |
| University Writer/Editor       | V | \$75,328.00  | \$19,585.28 | President's Office -Staff      |
| User Administrator             | F | \$84,361.00  | \$21,933.86 | Information Technology-Staff   |
| Vetting Mgr                    | V | \$64,273.00  | \$16,710.98 | Procurement - Staff            |
| Vice President Advancement     | F | \$153,805.00 | \$39,989.30 | Advancement - Staff            |
| Vice President, Human Resource | F | \$176,221.00 | \$45,817.46 | Human Resources - Staff        |
| VISITING ASSOCIATE PROFESSOR   | V | \$51,238.00  | \$13,321.88 | CAUSES-Nutr & Diet-Faculty     |
| VISITING ASSOCIATE PROFESSOR   | F | \$80,000.00  | \$20,800.00 | CAS-HPSGS - Faculty            |
| VISITING ASSOCIATE PROFESSOR   | F | \$94,000.00  | \$24,440.00 | SBPA-Mrktg & Legal- Faculty    |
| VISITING ASST PROFESSOR        | V | \$41,722.00  | \$10,847.72 | CAUSES-Nutr & Diet-Faculty     |
| VISITING ASST PROFESSOR        | V | \$41,722.00  | \$10,847.72 | Learning Resources -PT Faculty |
| VISITING ASST PROFESSOR        | V | \$41,722.00  | \$10,847.72 | CAS-Eng & Wrld Lang-Faculty    |
| VISITING ASST PROFESSOR        | V | \$41,722.00  | \$10,847.72 | Dean of CC AA- PT Faculty      |
| VISITING ASST PROFESSOR        | F | \$59,223.97  | \$15,398.23 | CC Div Humanities-Faculty      |
| VISITING ASST PROFESSOR        | F | \$62,500.00  | \$16,250.00 | CAS-Education - Faculty        |
| VISITING ASST PROFESSOR        | F | \$65,000.00  | \$16,900.00 | CC Division of AHLPS - Faculty |

Attachment #2 - Schedule A

|                                  |   |              |             |                                 |
|----------------------------------|---|--------------|-------------|---------------------------------|
| VISITING ASST PROFESSOR          | F | \$65,000.00  | \$16,900.00 | Dean of CC AA- PT Faculty       |
| VISITING ASST PROFESSOR          | F | \$67,901.00  | \$17,654.26 | CAS-CJSSW- Faculty              |
| VISITING ASST PROFESSOR          | F | \$70,500.00  | \$18,330.00 | CAS-Cntr for Urb Ed-Faculty     |
| VISITING ASST PROFESSOR          | F | \$72,500.00  | \$18,850.00 | CAS-Cntr for Urb Ed-Faculty     |
| VISITING ASST PROFESSOR          | F | \$73,061.00  | \$18,995.86 | CAS-PCHD - Faculty              |
| VISITING ASST PROFESSOR          | F | \$75,000.00  | \$19,500.00 | SEAS-Civ & Mech Eng-Faculty     |
| VISITING ASST PROFESSOR          | F | \$75,000.00  | \$19,500.00 | SEAS-Civ & Mech Eng-Faculty     |
| VISITING INSTRUCTOR              | F | \$62,500.00  | \$16,250.00 | CAS-Vis & Perf Arts-Faculty     |
| VISITING INSTRUCTOR              | F | \$93,000.00  | \$24,180.00 | CC Division of MITE- Faculty    |
| VP Facilities & Real Estate      | F | \$165,012.00 | \$42,903.12 | Capital Projects - Staff        |
| VP Information Technology        | F | \$179,957.00 | \$46,788.82 | President's Office -Staff       |
| VP Marketing & Communication     | F | \$176,221.00 | \$45,817.46 | President's Office -Staff       |
| VP Univ. Res.Grds Stud & Spon. P | F | \$214,456.00 | \$55,758.56 | Provost Office & AA - Staff     |
| Warehouse Manager, Shipping ad   | F | \$59,675.20  | \$15,515.55 | Campus Services - Staff         |
| WAREHOUSE SHP/REC.CLK            | F | \$46,488.00  | \$12,086.88 | Campus Services - Staff         |
| WAREHOUSE SHP/REC.CLK            | F | \$46,488.00  | \$12,086.88 | Campus Services - Staff         |
| WAREHOUSE SHP/REC.CLK            | F | \$52,561.60  | \$13,666.02 | Campus Services - Staff         |
| Web & Digital Manager            | F | \$98,282.00  | \$25,553.32 | President's Office -Staff       |
| Website and Database Administr   | F | \$88,519.00  | \$23,014.94 | Law Library - Staff             |
| WORK STUDY AIDE III              | V | \$494.00     | \$37.79     | Title III Office - Students     |
| WORK STUDY AIDE III              | F | \$9,880.00   | \$755.82    | Title III Office - Students     |
| WORK STUDY AIDE III              | F | \$19,760.00  | \$1,511.64  | CAS Dean - Students             |
| WORK STUDY AIDE III              | V | \$19,760.00  | \$1,511.64  | Recruitment & Adm - Students    |
| WORK STUDY AIDE III              | V | \$19,760.00  | \$1,511.64  | Records Management - Students   |
| WORK STUDY AIDE III              | V | \$19,760.00  | \$1,511.64  | CAS-CJSSW- Students             |
| WORK STUDY AIDE III              | V | \$19,760.00  | \$1,511.64  | President's Office -Staff       |
| WORK STUDY AIDE III              | V | \$19,760.00  | \$1,511.64  | CC Student Achievement-Students |
| WORK STUDY AIDE IV               | V | \$24,960.00  | \$1,909.44  | President's Office -Staff       |
| WORK STUDY AIDE IV               | V | \$24,960.00  | \$1,909.44  | Financial Aid - Students        |
| WRITING CENTER DIRECTOR          | F | \$57,953.00  | \$15,067.78 | Acad Advising & Ret- Staff      |

## Attachment #2 - Schedule A

| <b>Title</b>                   | <b>Vacant Status</b> | <b>Salary</b> | <b>Fringes</b> | <b>Department Name</b>         |
|--------------------------------|----------------------|---------------|----------------|--------------------------------|
| Academic Advisor               | F                    | \$59,062.00   | \$15,356.12    | Student Affairs - Staff        |
| Academic Coach                 | F                    | \$68,229.00   | \$17,739.54    | Title III Office - Staff       |
| Academic Coach                 | F                    | \$68,229.00   | \$17,739.54    | CC Student Achievement-Staff   |
| ACCOUNTANT                     | V                    | \$66,292.00   | \$17,235.92    | OCFO - UDC                     |
| ACCOUNTANT                     | V                    | \$75,509.00   | \$19,632.34    | OCFO - UDC                     |
| ACCOUNTANT                     | F                    | \$109,023.00  | \$28,345.98    | OCFO - UDC                     |
| Accounting Manager             | F                    | \$138,342.00  | \$35,968.92    | OCFO - UDC                     |
| Accounts Payable Specialist    | V                    | \$57,162.00   | \$14,862.12    | OCFO - UDC                     |
| Accounts Payable Supervisor    | F                    | \$103,727.00  | \$26,969.02    | OCFO - UDC                     |
| Accounts Payable Technician    | F                    | \$71,770.00   | \$18,660.20    | OCFO - UDC                     |
| Accreditation Coordinator      | F                    | \$85,500.00   | \$22,230.00    | CAS-CJSSW-staff                |
| Acquisitions Library Specialis | F                    | \$69,868.00   | \$18,165.68    | Learning Resources - Staff     |
| Actg Deputy Chief Op. Officer  | V                    | \$107,431.00  | \$27,932.06    | President's Office -Staff      |
| Actg. Dir of Sec/Chief of Poli | F                    | \$110,603.00  | \$28,756.78    | Public Safety - Staff          |
| Acting Assessment Director     | F                    | \$67,246.00   | \$17,483.96    | WFDLL Site Ops - Staff         |
| ACTING ASSISTANT DEAN          | F                    | \$84,955.00   | \$22,088.30    | CEO Comm College- Staff        |
| ACTING ASSISTANT DEAN          | F                    | \$98,282.00   | \$25,553.32    | CAS Dean - Staff               |
| Acting Associate Dean          | F                    | \$98,424.00   | \$25,590.24    | CAUSES Dean -Staff             |
| Acting Director                | F                    | \$73,164.00   | \$19,022.64    | Dean of CC AA - Staff          |
| Acting Director                | V                    | \$75,328.00   | \$19,585.28    | Student Affairs - Staff        |
| Acting Director                | F                    | \$85,184.00   | \$22,147.84    | CAUSES Dean -Staff             |
| Acting Director                | F                    | \$89,763.00   | \$23,338.38    | CAUSES-Cntr Urb Agr-Staff      |
| Acting Director                | F                    | \$117,284.00  | \$30,493.84    | Information Technology-Staff   |
| Acting Division Director (Asst | F                    | \$67,753.00   | \$17,615.78    | Dean of CC AA - Faculty        |
| Acting HR Specialist           | F                    | \$63,294.00   | \$16,456.44    | Human Resources - Staff        |
| Acting Senior Director         | F                    | \$104,945.00  | \$27,285.70    | Financial Aid - Staff          |
| ADJUNCT INSTRUCTOR             | F                    | \$3,000.00    | \$229.50       | CAS Dean - PT Faculty          |
| ADJUNCT INSTRUCTOR             | F                    | \$3,500.00    | \$267.75       | CAS Dean - PT Faculty          |
| ADJUNCT INSTRUCTOR             | F                    | \$4,500.00    | \$344.25       | Learning Resources -PT Faculty |
| ADJUNCT INSTRUCTOR             | F                    | \$4,500.00    | \$344.25       | CAS Dean - PT Faculty          |
| ADJUNCT INSTRUCTOR             | F                    | \$5,813.00    | \$444.69       | CAS Dean - PT Faculty          |

## Attachment #2 - Schedule A

|                           |   |            |          |                                |
|---------------------------|---|------------|----------|--------------------------------|
| ADJUNCT INSTRUCTOR        | F | \$6,000.00 | \$459.00 | CAS Dean - PT Faculty          |
| ADJUNCT INSTRUCTOR        | F | \$6,765.00 | \$517.52 | CAS Dean - PT Faculty          |
| ADJUNCT INSTRUCTOR        | F | \$9,270.00 | \$709.16 | Learning Resources -PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | V | \$2,000.00 | \$153.00 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | V | \$2,000.00 | \$153.00 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | V | \$2,000.00 | \$153.00 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,000.00 | \$229.50 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,000.00 | \$229.50 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,000.00 | \$229.50 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,000.00 | \$229.50 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,000.00 | \$229.50 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,000.00 | \$229.50 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,000.00 | \$229.50 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,000.00 | \$229.50 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,000.00 | \$229.50 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,050.00 | \$233.33 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,050.00 | \$233.33 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,050.00 | \$233.33 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,500.00 | \$267.75 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,500.00 | \$267.75 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,550.00 | \$271.58 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,700.00 | \$283.05 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$3,700.00 | \$283.05 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,000.00 | \$306.00 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,050.00 | \$309.83 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,050.00 | \$309.83 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,050.00 | \$309.83 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,050.00 | \$309.83 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,050.00 | \$309.83 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,050.00 | \$309.83 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,050.00 | \$309.83 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,060.00 | \$310.59 | WFDLL Site Ops - PT Faculty    |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,100.00 | \$313.65 | WFDLL Site Ops - PT Faculty    |

## Attachment #2 - Schedule A

|                           |   |             |            |                             |
|---------------------------|---|-------------|------------|-----------------------------|
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,100.00  | \$313.65   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,100.00  | \$313.65   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,250.00  | \$325.13   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,250.00  | \$325.13   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,250.00  | \$325.13   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,400.00  | \$336.60   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$4,500.00  | \$344.25   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$6,180.00  | \$472.77   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$6,350.00  | \$485.78   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$6,350.00  | \$485.78   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$6,500.00  | \$497.25   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,000.00  | \$535.50   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,100.00  | \$543.15   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,400.00  | \$566.10   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,400.00  | \$566.10   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$7,700.00  | \$589.05   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,100.00  | \$696.15   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,700.00  | \$742.05   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$9,750.00  | \$745.88   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$10,750.00 | \$822.38   | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$13,590.00 | \$1,039.64 | WFDLL Site Ops - PT Faculty |
| ADJUNCT INSTRUCTOR - WDLL | F | \$16,800.00 | \$1,285.20 | WFDLL Site Ops - PT Faculty |
| ADJUNCT PROFESSOR         | F | \$1,030.00  | \$78.80    | Dean of CC AA- PT Faculty   |
| ADJUNCT PROFESSOR         | F | \$1,030.00  | \$78.80    | SEAS Dean - PT Faculty      |
| ADJUNCT PROFESSOR         | F | \$1,030.00  | \$78.80    | SEAS Dean - PT Faculty      |
| ADJUNCT PROFESSOR         | F | \$1,339.00  | \$102.43   | Dean of CC AA- PT Faculty   |
| ADJUNCT PROFESSOR         | F | \$1,339.00  | \$102.43   | Dean of CC AA- PT Faculty   |
| ADJUNCT PROFESSOR         | F | \$1,755.00  | \$134.26   | Dean of CC AA- PT Faculty   |
| ADJUNCT PROFESSOR         | V | \$2,000.00  | \$153.00   | Dean of CC AA- PT Faculty   |

Attachment #2 - Schedule A

|                   |   |            |          |                                 |
|-------------------|---|------------|----------|---------------------------------|
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | Dean Coll Arts & Sc - PT Fac    |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | TRIO & Coll Prog - PT Faculty   |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | Mngmt ? PT Faculty              |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | Bio & Envir Sciences - Facult   |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | V | \$2,000.00 | \$153.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$2,260.00 | \$172.89 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | DCCC - Adjunct Professor        |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Learning Resources -PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | DACSL Dean - PT Faculty         |
| Adjunct Professor | F | \$3,000.00 | \$229.50 | WFDLL Cntr for WFS - Staff      |

## Attachment #2 - Schedule A

|                   |   |            |          |                                 |
|-------------------|---|------------|----------|---------------------------------|
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Learning Resources -PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,000.00 | \$229.50 | Learning Resources -PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,048.00 | \$233.17 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,050.00 | \$233.33 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,050.00 | \$233.33 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,050.00 | \$233.33 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,050.00 | \$233.33 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,060.00 | \$234.09 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,090.00 | \$236.39 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,112.00 | \$238.07 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,144.00 | \$240.52 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,376.00 | \$258.26 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,378.00 | \$258.42 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,390.00 | \$259.34 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,390.00 | \$259.34 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,390.00 | \$259.34 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,390.00 | \$259.34 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,411.00 | \$260.94 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,411.00 | \$260.94 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,411.00 | \$260.94 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | WFDLL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Learning Resources -PT Faculty  |

## Attachment #2 - Schedule A

|                   |   |            |          |                                |
|-------------------|---|------------|----------|--------------------------------|
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Title III Office - Staff       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | Title III Office - Staff       |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | CAUSES Dean- PT Faculty        |
| ADJUNCT PROFESSOR | F | \$3,500.00 | \$267.75 | DACSL Dean - PT Faculty        |
| ADJUNCT PROFESSOR | F | \$3,506.00 | \$268.21 | Provost Office & AA-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,573.00 | \$273.33 | WFDLL Dean - PT Faculty        |
| ADJUNCT PROFESSOR | F | \$3,591.00 | \$274.71 | CEO Comm College - PT Faculty  |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | SBPA-Mgmt Hosp & GS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Provost Office & AA-PT Faculty |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,606.00 | \$275.86 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,609.00 | \$276.09 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,650.00 | \$279.23 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,681.00 | \$281.60 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,700.00 | \$283.05 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,846.00 | \$294.22 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,861.00 | \$295.37 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,864.00 | \$295.60 | Dean of CC AA- PT Faculty      |
| ADJUNCT PROFESSOR | F | \$3,870.00 | \$296.06 | Dean of CC AA- PT Faculty      |

## Attachment #2 - Schedule A

|                   |   |            |          |                                 |
|-------------------|---|------------|----------|---------------------------------|
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,000.00 | \$306.00 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,014.00 | \$307.07 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,014.00 | \$307.07 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAS-PCHD - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | TRIO & Coll Prog - PT Faculty   |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAUSES Dean- PT Faculty         |
| Adjunct Professor | F | \$4,050.00 | \$309.83 | WFDLL Cntr for WFS - Staff      |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAUSES Dean- PT Faculty         |

## Attachment #2 - Schedule A

|                   |   |            |          |                                 |
|-------------------|---|------------|----------|---------------------------------|
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | TRIO & Coll Prog - PT Faculty   |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Title III Office - Staff        |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | CAUSES - Part-Time Faculty      |
| ADJUNCT PROFESSOR | F | \$4,050.00 | \$309.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,060.00 | \$310.59 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,095.00 | \$313.27 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,112.00 | \$314.57 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,114.00 | \$314.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,116.00 | \$314.87 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,116.00 | \$314.87 | CAS Dean - PT Faculty           |
| ADJUNCT PROFESSOR | F | \$4,122.00 | \$315.33 | SBPA-Mgmt Hosp & GS-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,200.00 | \$321.30 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,332.00 | \$331.40 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | CAS-Education - PT Faculty      |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$4,500.00 | \$344.25 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$4,808.00 | \$367.81 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$4,944.00 | \$378.22 | Dean of CC AA- PT Faculty       |

## Attachment #2 - Schedule A

|                   |   |            |          |                                 |
|-------------------|---|------------|----------|---------------------------------|
| ADJUNCT PROFESSOR | F | \$5,150.00 | \$393.98 | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$5,150.00 | \$393.98 | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$5,159.00 | \$394.66 | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$5,500.00 | \$420.75 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$5,682.00 | \$434.67 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$5,682.00 | \$434.67 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$5,682.00 | \$434.67 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$5,776.00 | \$441.86 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$5,898.00 | \$451.20 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$6,000.00 | \$459.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$6,000.00 | \$459.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$6,000.00 | \$459.00 | Dean Coll Arts & Sc - PT Fac    |
| ADJUNCT PROFESSOR | F | \$6,000.00 | \$459.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$6,000.00 | \$459.00 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$6,180.00 | \$472.77 | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR | F | \$6,693.00 | \$512.01 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$6,756.00 | \$516.83 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$6,762.00 | \$517.29 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$6,762.00 | \$517.29 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$7,004.00 | \$535.81 | CAUSES Dean- PT Faculty         |
| ADJUNCT PROFESSOR | F | \$7,182.00 | \$549.42 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$7,200.00 | \$550.80 | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR | F | \$7,212.00 | \$551.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$7,212.00 | \$551.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$7,212.00 | \$551.72 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$7,218.00 | \$552.18 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$7,362.00 | \$563.19 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$7,500.00 | \$573.75 | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR | F | \$7,920.00 | \$605.88 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$8,028.00 | \$614.14 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$8,190.00 | \$626.54 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR | F | \$8,228.00 | \$629.44 | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR | F | \$8,228.00 | \$629.44 | Provost Office & AA-PT Faculty  |

Attachment #2 - Schedule A

|                        |   |             |            |                                 |
|------------------------|---|-------------|------------|---------------------------------|
| ADJUNCT PROFESSOR      | F | \$8,454.00  | \$646.73   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$8,454.00  | \$646.73   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$8,652.00  | \$661.88   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$9,000.00  | \$688.50   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR      | F | \$9,373.00  | \$717.03   | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR      | F | \$9,547.00  | \$730.35   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$10,000.00 | \$765.00   | SEAS Dean - PT Faculty          |
| ADJUNCT PROFESSOR      | F | \$10,134.00 | \$775.25   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$10,500.00 | \$803.25   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR      | F | \$10,506.00 | \$803.71   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$10,818.00 | \$827.58   | Provost Office & AA-PT Faculty  |
| ADJUNCT PROFESSOR      | F | \$11,552.00 | \$883.73   | CC Division of AHLPS-PT Faculty |
| ADJUNCT PROFESSOR      | F | \$12,000.00 | \$918.00   | DACSL Dean - PT Faculty         |
| ADJUNCT PROFESSOR      | F | \$12,200.00 | \$933.30   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$12,285.00 | \$939.80   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$12,519.00 | \$957.70   | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$14,102.00 | \$1,078.80 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$14,433.00 | \$1,104.12 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$14,724.00 | \$1,126.39 | Dean of CC AA- PT Faculty       |
| ADJUNCT PROFESSOR      | F | \$17,613.00 | \$1,347.39 | Dean of CC AA- PT Faculty       |
| Adjunct Professor-SEIU | F | \$700.00    | \$53.55    | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$2,241.00  | \$171.44   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$2,241.00  | \$171.44   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$3,000.00  | \$229.50   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$3,050.00  | \$233.33   | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$3,060.00  | \$234.09   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$3,500.00  | \$267.75   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$3,500.00  | \$267.75   | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$4,000.00  | \$306.00   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,017.00  | \$307.30   | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$4,050.00  | \$309.83   | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,050.00  | \$309.83   | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,068.00  | \$311.20   | CAS Dean - PT Faculty           |

Attachment #2 - Schedule A

|                        |   |            |          |                                 |
|------------------------|---|------------|----------|---------------------------------|
| Adjunct Professor-SEIU | F | \$4,068.00 | \$311.20 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,068.00 | \$311.20 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,116.00 | \$314.87 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,116.00 | \$314.87 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,116.00 | \$314.87 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,122.00 | \$315.33 | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,122.00 | \$315.33 | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,122.00 | \$315.33 | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,122.00 | \$315.33 | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,122.00 | \$315.33 | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU | F | \$4,460.00 | \$341.19 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,482.00 | \$342.87 | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$4,500.00 | \$344.25 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,635.00 | \$354.58 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,635.00 | \$354.58 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,635.00 | \$354.58 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,635.00 | \$354.58 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$4,750.00 | \$363.38 | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$4,750.00 | \$363.38 | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$4,893.00 | \$374.31 | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,232.00 | \$400.25 | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$5,278.00 | \$403.77 | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,278.00 | \$403.77 | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,278.00 | \$403.77 | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,280.00 | \$403.92 | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,280.00 | \$403.92 | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU | F | \$5,500.00 | \$420.75 | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU | F | \$5,631.00 | \$430.77 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$5,631.00 | \$430.77 | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU | F | \$5,682.00 | \$434.67 | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$5,682.00 | \$434.67 | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$5,682.00 | \$434.67 | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU | F | \$5,768.00 | \$441.25 | CAS Dean - PT Faculty           |

Attachment #2 - Schedule A

|                          |   |             |             |                                 |
|--------------------------|---|-------------|-------------|---------------------------------|
| Adjunct Professor-SEIU   | F | \$5,768.00  | \$441.25    | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU   | F | \$5,776.00  | \$441.86    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$5,776.00  | \$441.86    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$5,776.00  | \$441.86    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$5,776.00  | \$441.86    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$5,776.00  | \$441.86    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$6,336.00  | \$484.70    | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU   | F | \$6,336.00  | \$484.70    | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU   | F | \$6,568.00  | \$502.45    | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU   | F | \$7,470.00  | \$571.46    | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU   | F | \$8,130.00  | \$621.95    | Dean of CC AA- PT Faculty       |
| Adjunct Professor-SEIU   | F | \$8,136.00  | \$622.40    | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU   | F | \$8,171.00  | \$625.08    | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU   | F | \$8,218.00  | \$628.68    | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU   | F | \$9,009.00  | \$689.19    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$10,506.00 | \$803.71    | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU   | F | \$10,556.00 | \$807.53    | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU   | F | \$10,616.00 | \$812.12    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$11,962.00 | \$915.09    | CAUSES Dean- PT Faculty         |
| Adjunct Professor-SEIU   | F | \$12,240.00 | \$936.36    | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$12,366.00 | \$946.00    | SBPA-Mgmt Hosp & GS-PT Faculty  |
| Adjunct Professor-SEIU   | F | \$13,652.00 | \$1,044.38  | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$14,280.00 | \$1,092.42  | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$14,280.00 | \$1,092.42  | CC Division of AHLPS-PT Faculty |
| Adjunct Professor-SEIU   | F | \$15,152.00 | \$1,159.13  | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU   | F | \$15,152.00 | \$1,159.13  | CAS Dean - PT Faculty           |
| Adjunct Professor-SEIU   | F | \$15,240.00 | \$1,165.86  | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU   | F | \$15,840.00 | \$1,211.76  | SEAS Dean - PT Faculty          |
| Adjunct Professor-SEIU   | F | \$17,552.00 | \$1,342.73  | CC Division of AHLPS-PT Faculty |
| ADMIN. SPECIALIST        | V | \$67,246.00 | \$17,483.96 | CAUSES-Nutr & Diet-Staff        |
| Administrative Assistant | V | \$33,005.00 | \$8,581.30  | SBPA Dean-Staff                 |
| Administrative Assistant | V | \$39,554.00 | \$10,284.04 | Title III Office - Staff        |
| Administrative Assistant | F | \$43,023.00 | \$11,185.98 | Student Affairs - Staff         |

## Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| Administrative Assistant       | F | \$43,023.00  | \$11,185.98 | WFDLL Site Ops - Staff       |
| Administrative Assistant       | F | \$43,023.00  | \$11,185.98 | WFDLL Site Ops - Staff       |
| Administrative Assistant       | V | \$43,023.00  | \$11,185.98 | WFDLL Site Ops - Staff       |
| Administrative Assistant       | F | \$44,660.00  | \$11,611.60 | WFDLL Site Ops - Staff       |
| Administrative Assistant       | F | \$46,297.00  | \$12,037.22 | WFDLL Site Ops - Staff       |
| ADMINISTRATIVE ASSISTANT       | F | \$51,977.00  | \$13,514.02 | President's Office -Staff    |
| ADMINISTRATIVE ASSISTANT       | F | \$51,977.00  | \$13,514.02 | General Counsel-Staff        |
| ADMINISTRATIVE ASSISTANT       | F | \$55,276.00  | \$14,371.76 | Athletics - Staff            |
| Administrative Assistant       | F | \$57,858.00  | \$15,043.08 | SBPA-Act Fin & Econ-Staff    |
| Administrative Assistant       | F | \$57,858.00  | \$15,043.08 | SBPA-Public Admin - Staff    |
| Administrative Specialist      | V | \$39,554.00  | \$10,284.04 | WFDLL Dean - Staff           |
| Administrative Specialist      | V | \$39,554.00  | \$10,284.04 | CEO Comm College- Staff      |
| Administrative Specialist      | F | \$42,620.00  | \$11,081.20 | Title III Office - Staff     |
| Administrative Specialist      | F | \$42,620.00  | \$11,081.20 | WFDLL Site Ops - Staff       |
| Administrative Specialist      | F | \$47,219.00  | \$12,276.94 | WFDLL Site Ops - Staff       |
| Administrative Specialist      | F | \$48,752.00  | \$12,675.52 | WFDLL Site Ops - Staff       |
| Administrative Specialist      | F | \$57,858.00  | \$15,043.08 | Information Technology-Staff |
| Administrative Specialist      | F | \$62,662.42  | \$16,292.23 | Dean of CC AA - Staff        |
| Admissions Specialist          | V | \$56,867.00  | \$14,785.42 | DACSL Dean-Staff             |
| Adult Education Specialist     | V | \$63,294.00  | \$16,456.44 | CAUSES-Cntr Urb Agr-Staff    |
| ADULT LITERACY/GED INSTRUCTOR  | V | \$51,977.00  | \$13,514.02 | WFDLL Site Ops - Staff       |
| ADULT LITERACY/GED INSTRUCTOR  | F | \$55,960.00  | \$14,549.60 | WFDLL Site Ops - Staff       |
| ADVANCEMENT SERVICES SPECIALIS | F | \$94,740.00  | \$24,632.40 | Advancement - Staff          |
| Allied Hlth Prog Stud Navigato | F | \$80,435.00  | \$20,913.10 | CC Division of AHLPS - Staff |
| Ambassador                     | F | \$42,964.00  | \$11,170.64 | President's Office -Staff    |
| ANALYST                        | F | \$111,387.00 | \$28,960.62 | OPIE - Staff                 |
| Application Programmer         | F | \$108,813.00 | \$28,291.38 | Information Technology-Staff |
| ASSC ATH DIR FOR COMPLIANCE    | F | \$83,989.00  | \$21,837.14 | Athletics - Staff            |
| Assesment and Volunteer Coordi | F | \$55,960.00  | \$14,549.60 | CAUSES Dean -Staff           |
| Assessment Director            | V | \$67,246.00  | \$17,483.96 | WFDLL Site Ops - Staff       |
| Assessment Director            | F | \$74,933.00  | \$19,482.58 | Dean of CC AA - Staff        |
| Assist. Dir., Admission (Law)  | F | \$72,371.00  | \$18,816.46 | DACSL Dean-Staff             |
| Assistant CAO Academics        | F | \$123,964.00 | \$32,230.64 | President's Office -Staff    |

Attachment #2 - Schedule A

|                                     |   |              |             |                                |
|-------------------------------------|---|--------------|-------------|--------------------------------|
| Assistant Coach, Men's Lacross      | F | \$46,947.00  | \$12,206.22 | Athletics - Staff              |
| Assistant Coach, Women's Lacro      | F | \$45,264.00  | \$11,768.64 | Athletics - Staff              |
| ASSISTANT DEAN                      | V | \$84,955.00  | \$22,088.30 | CAS Dean - Staff               |
| Assistant Dean, Academic Affairs    | V | \$84,955.00  | \$22,088.30 | Dean of CC AA - Staff          |
| ASSISTANT DIRECTOR                  | F | \$65,977.00  | \$17,154.02 | Title III Office - Staff       |
| Assistant Director                  | F | \$72,596.00  | \$18,874.96 | Title III Office - Staff       |
| Assistant Director                  | F | \$85,500.00  | \$22,230.00 | CC Student Achievement-Staff   |
| Assistant Director of Athletic      | F | \$57,153.00  | \$14,859.78 | Athletics - Staff              |
| Assistant Director Sustainability   | V | \$63,294.00  | \$16,456.44 | CAUSES Dean -Staff             |
| Assistant Director, Student Success | V | \$75,328.00  | \$19,585.28 | Student Affairs - Staff        |
| Assistant Director, Workforce       | V | \$57,153.00  | \$14,859.78 | WFDLL Student Success-Staff    |
| Assistant General Counsel           | V | \$63,294.00  | \$16,456.44 | General Counsel-Staff          |
| Assistant General Counsel           | F | \$126,592.00 | \$32,913.92 | General Counsel-Staff          |
| Assistant General Counsel           | F | \$126,592.00 | \$32,913.92 | General Counsel-Staff          |
| ASSISTANT PROFESSOR                 | F | \$60,000.00  | \$15,600.00 | Learning Resources - Faculty   |
| ASSISTANT PROFESSOR                 | F | \$63,246.00  | \$16,443.96 | Learning Resources - Faculty   |
| ASSISTANT PROFESSOR                 | F | \$64,300.00  | \$16,718.00 | CAS-Vis & Perf Arts-Faculty    |
| ASSISTANT PROFESSOR                 | F | \$66,655.00  | \$17,330.30 | CAS-Math & App Stat- Faculty   |
| ASSISTANT PROFESSOR                 | F | \$68,516.00  | \$17,814.16 | CAS-Vis & Perf Arts-Faculty    |
| ASSISTANT PROFESSOR                 | F | \$69,000.00  | \$17,940.00 | CAS-HPSGS - Faculty            |
| ASSISTANT PROFESSOR                 | F | \$69,000.00  | \$17,940.00 | CAS-HPSGS - Faculty            |
| ASSISTANT PROFESSOR                 | F | \$69,000.00  | \$17,940.00 | CAUSES-Arch & UD- Faculty      |
| ASSISTANT PROFESSOR                 | F | \$69,000.00  | \$17,940.00 | CAS-HPSGS - Faculty            |
| ASSISTANT PROFESSOR                 | F | \$69,000.00  | \$17,940.00 | CAS-CJSSW- Faculty             |
| ASSISTANT PROFESSOR                 | F | \$69,000.00  | \$17,940.00 | CAS-Communications - Faculty   |
| ASSISTANT PROFESSOR                 | F | \$69,043.00  | \$17,951.18 | Learning Resources - Faculty   |
| ASSISTANT PROFESSOR                 | F | \$70,000.00  | \$18,200.00 | CAS-CJSSW- Faculty             |
| ASSISTANT PROFESSOR                 | F | \$70,000.00  | \$18,200.00 | CAS-Math & App Stat- Faculty   |
| ASSISTANT PROFESSOR                 | F | \$70,000.00  | \$18,200.00 | CAS-Bio Chem & Phys- Faculty   |
| ASSISTANT PROFESSOR                 | F | \$70,098.00  | \$18,225.48 | CC Division of AHLPS - Faculty |
| ASSISTANT PROFESSOR                 | F | \$70,273.00  | \$18,270.98 | CAUSES-PH Ed - Faculty         |
| ASSISTANT PROFESSOR                 | F | \$71,000.00  | \$18,460.00 | CAS-CJSSW- Faculty             |
| ASSISTANT PROFESSOR                 | F | \$71,250.00  | \$18,525.00 | CAS-Cntr for Urb Ed-Faculty    |

Attachment #2 - Schedule A

|                                    |   |              |             |                              |
|------------------------------------|---|--------------|-------------|------------------------------|
| ASSISTANT PROFESSOR                | F | \$71,679.00  | \$18,636.54 | CAS-Vis & Perf Arts-Faculty  |
| ASSISTANT PROFESSOR                | F | \$72,000.00  | \$18,720.00 | CC Div Business- Faculty     |
| ASSISTANT PROFESSOR                | F | \$72,037.00  | \$18,729.62 | CAS-Math & App Stat- Faculty |
| ASSISTANT PROFESSOR                | F | \$72,091.00  | \$18,743.66 | CAS-PCHD - Faculty           |
| ASSISTANT PROFESSOR                | F | \$72,340.00  | \$18,808.40 | CAS-CJSSW- Faculty           |
| ASSISTANT PROFESSOR                | F | \$72,340.00  | \$18,808.40 | CAS Dean - Staff             |
| ASSISTANT PROFESSOR                | F | \$72,733.00  | \$18,910.58 | CAS-Cntr for Urb Ed-Faculty  |
| ASSISTANT PROFESSOR                | F | \$73,000.00  | \$18,980.00 | CAS-PCHD - Faculty           |
| ASSISTANT PROFESSOR                | F | \$73,000.00  | \$18,980.00 | CAS-Cntr for Urb Ed-Faculty  |
| ASSISTANT PROFESSOR                | F | \$73,650.00  | \$19,149.00 | CAS-Bio Chem & Phys- Faculty |
| ASSISTANT PROFESSOR                | F | \$74,841.00  | \$19,458.66 | CAUSES-Nutr & Diet-Faculty   |
| ASSISTANT PROFESSOR                | F | \$76,422.00  | \$19,869.72 | CAS-Education - Faculty      |
| ASSISTANT PROFESSOR                | F | \$76,500.00  | \$19,890.00 | CAS-Bio Chem & Phys- Faculty |
| ASSISTANT PROFESSOR                | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty  |
| ASSISTANT PROFESSOR                | F | \$85,000.00  | \$22,100.00 | SEAS-Civ & Mech Eng-Faculty  |
| ASSISTANT PROFESSOR                | F | \$100,439.00 | \$26,114.14 | DACSL Dean - Faculty         |
| ASSISTANT PROFESSOR                | F | \$100,439.00 | \$26,114.14 | DACSL Dean - Faculty         |
| ASSISTANT PROFESSOR                | F | \$100,439.65 | \$26,114.31 | DACSL Dean - Faculty         |
| ASSISTANT PROFESSOR                | V | \$100,440.00 | \$26,114.40 | DACSL Dean - Faculty         |
| ASSISTANT PROFESSOR                | F | \$102,405.69 | \$26,625.48 | CAS-Bio Chem & Phys- Faculty |
| ASSISTANT PROFESSOR                | F | \$105,000.00 | \$27,300.00 | DACSL Dean - Faculty         |
| ASSISTANT PROFESSOR                | F | \$105,000.00 | \$27,300.00 | DACSL Dean - Faculty         |
| ASSISTANT PROFESSOR                | F | \$120,000.00 | \$31,200.00 | SBPA-Act Fin & Econ-Faculty  |
| ASSISTANT REGISTRAR                | V | \$57,153.00  | \$14,859.78 | DACSL Dean-Staff             |
| Assistant Site Director            | V | \$57,153.00  | \$14,859.78 | WFDLL Site Ops - Staff       |
| Assistant Site Director            | F | \$68,184.00  | \$17,727.84 | WFDLL Site Ops - Staff       |
| Assistant Site Director            | F | \$68,184.00  | \$17,727.84 | WFDLL Site Ops - Staff       |
| Assistant Site Director            | F | \$68,184.00  | \$17,727.84 | WFDLL Site Ops - Staff       |
| Assistant Space Reservations Coord | V | \$56,867.00  | \$14,785.42 | Facilities & RE -Staff       |
| Assistant to the Dean (Law Sch     | F | \$58,726.00  | \$15,268.76 | DACSL Dean-Staff             |
| Assoc Prof (Faculty Developmen     | F | \$76,069.00  | \$19,777.94 | CC Division of MITE- Faculty |
| ASSOC PROFESSOR                    | F | \$71,964.00  | \$18,710.64 | CC Div Business- Faculty     |
| ASSOC PROFESSOR                    | F | \$72,469.00  | \$18,841.94 | CAS-Education - Faculty      |

Attachment #2 - Schedule A

|                       |   |              |             |                                |
|-----------------------|---|--------------|-------------|--------------------------------|
| ASSOC PROFESSOR       | F | \$73,432.00  | \$19,092.32 | CAS-Eng & Wrld Lang-Faculty    |
| ASSOC PROFESSOR       | F | \$73,432.00  | \$19,092.32 | Learning Resources - Faculty   |
| ASSOC PROFESSOR       | F | \$73,836.00  | \$19,197.36 | CC Div Business- Faculty       |
| ASSOC PROFESSOR       | F | \$74,643.00  | \$19,407.18 | CC Division of AHLPS - Faculty |
| ASSOC PROFESSOR       | F | \$77,380.00  | \$20,118.80 | CAS-Communications - Faculty   |
| ASSOC PROFESSOR       | F | \$77,863.00  | \$20,244.38 | Learning Resources - Faculty   |
| ASSOC PROFESSOR       | F | \$77,901.00  | \$20,254.26 | CC Division of AHLPS - Faculty |
| ASSOC PROFESSOR       | F | \$78,296.00  | \$20,356.96 | CAUSES-Arch & UD- Faculty      |
| ASSOC PROFESSOR       | F | \$78,943.00  | \$20,525.18 | CC Division of AHLPS - Faculty |
| ASSOC PROFESSOR       | F | \$80,646.00  | \$20,967.96 | CAUSES-PH Ed - Faculty         |
| ASSOC PROFESSOR       | F | \$80,729.00  | \$20,989.54 | CC Division of MITE- Faculty   |
| ASSOC PROFESSOR       | F | \$80,729.00  | \$20,989.54 | CAS-Math & App Stat- Faculty   |
| ASSOC PROFESSOR       | F | \$81,224.00  | \$21,118.24 | CC Div Humanities-Faculty      |
| ASSOC PROFESSOR       | F | \$82,116.00  | \$21,350.16 | CAS-Cntr for Urb Ed-Faculty    |
| ASSOC PROFESSOR       | F | \$82,544.00  | \$21,461.44 | CAS-Education - Faculty        |
| ASSOC PROFESSOR       | F | \$84,567.00  | \$21,987.42 | CAS-Bio Chem & Phys- Faculty   |
| ASSOC PROFESSOR       | F | \$87,500.00  | \$22,750.00 | CAS-Bio Chem & Phys- Faculty   |
| ASSOC PROFESSOR       | F | \$90,458.00  | \$23,519.08 | CAUSES-PH Ed - Faculty         |
| ASSOC PROFESSOR       | F | \$90,458.00  | \$23,519.08 | CC Division of MITE- Faculty   |
| ASSOC PROFESSOR       | F | \$92,571.00  | \$24,068.46 | CAS-Vis & Perf Arts-Faculty    |
| ASSOC PROFESSOR       | F | \$94,760.00  | \$24,637.60 | SEAS-Comp Sci & IT - Faculty   |
| ASSOC PROFESSOR       | F | \$94,760.00  | \$24,637.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOC PROFESSOR       | F | \$95,313.00  | \$24,781.38 | CAUSES-PH Ed - Faculty         |
| ASSOC PROFESSOR       | F | \$97,188.00  | \$25,268.88 | CAS-PCHD - Faculty             |
| ASSOC PROFESSOR       | F | \$97,695.00  | \$25,400.70 | CC Division of MITE- Faculty   |
| ASSOC PROFESSOR       | V | \$102,500.00 | \$26,650.00 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOC PROFESSOR       | V | \$102,500.00 | \$26,650.00 | CC Division of AHLPS - Faculty |
| ASSOC PROFESSOR       | V | \$102,500.00 | \$26,650.00 | Learning Resources - Faculty   |
| ASSOC PROFESSOR       | V | \$102,500.00 | \$26,650.00 | SBPA-Act Fin & Econ-Faculty    |
| ASSOC PROFESSOR       | F | \$103,343.00 | \$26,869.18 | SBPA-Act Fin & Econ-Faculty    |
| ASSOC PROFESSOR/CHAIR | F | \$37,932.50  | \$9,862.45  | CAS-HPSGS - Faculty            |
| ASSOC PROFESSOR/CHAIR | F | \$87,406.00  | \$22,725.56 | CAS-Bio Chem & Phys- Faculty   |
| ASSOC PROFESSOR/CHAIR | F | \$96,439.00  | \$25,074.14 | SEAS-Civ & Mech Eng-Faculty    |

## Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| ASSOC PROFESSOR/CHAIR          | F | \$110,513.00 | \$28,733.38 | SBPA-Act Fin & Econ-Faculty    |
| Assoc VP, Enrollment Mgmt/Dir  | V | \$107,431.00 | \$27,932.06 | Recruitment & Adm -Staff       |
| ASSOC. PROF./CHAIR             | V | \$102,500.00 | \$26,650.00 | CAUSES-Arch & UD- Faculty      |
| Assoc. Prof./Div. Dir. IT, Mat | V | \$102,500.00 | \$26,650.00 | CC Division of MITE- Faculty   |
| Assoc. Prof./Div. Director Nus | F | \$89,192.00  | \$23,189.92 | CC Division of AHLPS - Faculty |
| Assoc. Prof/Div. Dir. Business | F | \$89,192.00  | \$23,189.92 | CC Div Business- Faculty       |
| Assoc. Prof/Div. Dir. Humaniti | F | \$91,868.00  | \$23,885.68 | CC Div Humanities-Faculty      |
| Associate Chief Academic Offic | F | \$165,012.00 | \$42,903.12 | Provost Office & AA - Staff    |
| ASSOCIATE DEAN                 | F | \$114,941.00 | \$29,884.66 | CAS Dean - Staff               |
| ASSOCIATE DEAN                 | F | \$114,941.00 | \$29,884.66 | CAS-HPSGS - Faculty            |
| ASSOCIATE DEAN                 | F | \$136,349.00 | \$35,450.74 | CAUSES Dean -Staff             |
| Associate Dean                 | F | \$161,277.00 | \$41,932.02 | SBPA Dean-Staff                |
| Associate Dean of Programs/Ass | F | \$98,282.00  | \$25,553.32 | CAUSES Dean -Staff             |
| ASSOCIATE DEAN OF STUDENTS     | F | \$107,262.00 | \$27,888.12 | DACSL Dean-Staff               |
| Associate Dean Workforce Devel | V | \$84,955.00  | \$22,088.30 | WFDLL Cntr for WFS - Staff     |
| Associate Dean, Admissions     | F | \$101,614.00 | \$26,419.64 | DACSL Dean-Staff               |
| Associate Dean, Law Library    | V | \$107,431.00 | \$27,932.06 | Law Library - Staff            |
| Associate Director             | F | \$85,184.00  | \$22,147.84 | Student Life - Staff           |
| Associate Director             | F | \$98,424.00  | \$25,590.24 | Law Library - Staff            |
| Associate Director (Enrollment | V | \$67,246.00  | \$17,483.96 | Title III Office - Staff       |
| Associate Director (Student Ce | F | \$73,164.00  | \$19,022.64 | Student Affairs - Staff        |
| Associate Director Athletics   | F | \$72,371.00  | \$18,816.46 | Athletics - Staff              |
| ASSOCIATE PROFESSOR            | F | \$73,000.00  | \$18,980.00 | CAS-Eng & Wrld Lang-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$74,765.00  | \$19,438.90 | CC Div Business- Faculty       |
| ASSOCIATE PROFESSOR            | F | \$78,339.00  | \$20,368.14 | CAS-Vis & Perf Arts-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$78,412.00  | \$20,387.12 | CAS-Cntr for Urb Ed-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$78,679.00  | \$20,456.54 | CAUSES-Nutr & Diet-Faculty     |
| ASSOCIATE PROFESSOR            | F | \$80,000.00  | \$20,800.00 | CAS-Cntr for Urb Ed-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$81,124.00  | \$21,092.24 | CAS-PCHD - Faculty             |
| ASSOCIATE PROFESSOR            | F | \$81,178.00  | \$21,106.28 | CAS-Eng & Wrld Lang-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$83,060.00  | \$21,595.60 | CAS-HPSGS - Faculty            |
| ASSOCIATE PROFESSOR            | F | \$83,166.00  | \$21,623.16 | CAUSES-Arch & UD- Faculty      |
| ASSOCIATE PROFESSOR            | F | \$85,012.00  | \$22,103.12 | CAS-Cntr for Urb Ed-Faculty    |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| ASSOCIATE PROFESSOR            | F | \$85,593.00  | \$22,254.18 | SBPA-Mrktg & Legal- Faculty    |
| ASSOCIATE PROFESSOR            | F | \$85,593.00  | \$22,254.18 | CC Division of AHLPS - Faculty |
| ASSOCIATE PROFESSOR            | F | \$86,667.00  | \$22,533.42 | CAS-CJSSW- Faculty             |
| ASSOCIATE PROFESSOR            | F | \$91,868.00  | \$23,885.68 | CAS-PCHD - Faculty             |
| ASSOCIATE PROFESSOR            | F | \$94,767.00  | \$24,639.42 | CAS-Cntr for Urb Ed-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$96,438.00  | \$25,073.88 | SEAS-Comp Sci & IT - Faculty   |
| ASSOCIATE PROFESSOR            | F | \$96,439.00  | \$25,074.14 | SEAS-Civ & Mech Eng-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$96,439.00  | \$25,074.14 | SEAS-Civ & Mech Eng-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$99,209.00  | \$25,794.34 | SEAS-Comp Sci & IT - Faculty   |
| ASSOCIATE PROFESSOR            | F | \$101,193.00 | \$26,310.18 | SBPA-Mrktg & Legal- Faculty    |
| ASSOCIATE PROFESSOR            | V | \$102,500.00 | \$26,650.00 | Learning Resources - Faculty   |
| ASSOCIATE PROFESSOR            | V | \$102,500.00 | \$26,650.00 | SBPA-Act Fin & Econ-Faculty    |
| ASSOCIATE PROFESSOR            | V | \$102,500.00 | \$26,650.00 | CAS-Education - Faculty        |
| ASSOCIATE PROFESSOR            | F | \$103,343.00 | \$26,869.18 | SBPA-Act Fin & Econ-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mrktg & Legal- Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$105,410.00 | \$27,406.60 | SBPA-Mgmt Hosp & GS-Faculty    |
| ASSOCIATE PROFESSOR            | F | \$125,186.20 | \$32,548.41 | DACSL Dean - Faculty           |
| ASSOCIATE PROFESSOR            | F | \$125,663.61 | \$32,672.54 | DACSL Dean - Faculty           |
| ASSOCIATE PROFESSOR            | F | \$125,663.61 | \$32,672.54 | DACSL Dean - Faculty           |
| ASSOCIATE PROFESSOR            | F | \$125,664.00 | \$32,672.64 | DACSL Dean - Faculty           |
| ASSOCIATE PROFESSOR            | V | \$125,664.00 | \$32,672.64 | DACSL Dean - Faculty           |
| ASSOCIATE REGISTRAR            | F | \$72,371.00  | \$18,816.46 | Registrar - Staff              |
| Associate Vice President       | F | \$129,120.00 | \$33,571.20 | President's Office -Staff      |
| Associate Vice President       | F | \$136,349.00 | \$35,450.74 | Student Affairs - Staff        |
| Associate Vice President       | F | \$139,965.00 | \$36,390.90 | OPIE - Staff                   |
| Associate Vice President       | F | \$139,965.00 | \$36,390.90 | Human Resources - Staff        |
| Associate Vice President       | F | \$157,540.00 | \$40,960.40 | Information Technology-Staff   |
| Associate VP Fac Real Est Mgmt | F | \$136,349.00 | \$35,450.74 | Capital Projects - Staff       |
| Asst Chief Academic Officer    | F | \$123,964.00 | \$32,230.64 | Provost Office & AA - Staff    |

Attachment #2 - Schedule A

|                            |   |             |             |                                |
|----------------------------|---|-------------|-------------|--------------------------------|
| ASST FARM MANAGER          | V | \$57,153.00 | \$14,859.78 | CAUSES-Cntr Urb Agr-Staff      |
| Asst Prof/Prog Dir MortSci | V | \$89,000.00 | \$23,140.00 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR             | F | \$59,135.00 | \$15,375.10 | CC Div Humanities-Faculty      |
| ASST PROFESSOR             | F | \$61,246.00 | \$15,923.96 | CAS-Vis & Perf Arts-Faculty    |
| ASST PROFESSOR             | F | \$62,859.00 | \$16,343.34 | CAS-Math & App Stat- Faculty   |
| ASST PROFESSOR             | F | \$63,159.00 | \$16,421.34 | CC Div Humanities-Faculty      |
| ASST PROFESSOR             | F | \$63,159.00 | \$16,421.34 | CAS-Vis & Perf Arts-Faculty    |
| ASST PROFESSOR             | F | \$64,496.00 | \$16,768.96 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR             | F | \$64,511.00 | \$16,772.86 | CC Div Humanities-Faculty      |
| ASST PROFESSOR             | F | \$65,317.00 | \$16,982.42 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR             | F | \$65,532.00 | \$17,038.32 | CC Division of MITE- Faculty   |
| ASST PROFESSOR             | F | \$66,000.00 | \$17,160.00 | Learning Resources - Faculty   |
| ASST PROFESSOR             | F | \$66,287.00 | \$17,234.62 | CAS-Cntr for Urb Ed-Faculty    |
| ASST PROFESSOR             | F | \$66,604.00 | \$17,317.04 | Dean of CC AA - Faculty        |
| ASST PROFESSOR             | F | \$67,177.00 | \$17,466.02 | CC Division of MITE- Faculty   |
| ASST PROFESSOR             | F | \$67,419.00 | \$17,528.94 | Dean of CC AA - Faculty        |
| ASST PROFESSOR             | F | \$67,446.00 | \$17,535.96 | CAS-Cntr for Urb Ed-Faculty    |
| ASST PROFESSOR             | F | \$67,994.00 | \$17,678.44 | CC Div Humanities-Faculty      |
| ASST PROFESSOR             | F | \$67,994.00 | \$17,678.44 | CC Div Business- Faculty       |
| ASST PROFESSOR             | F | \$68,095.00 | \$17,704.70 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR             | F | \$69,887.00 | \$18,170.62 | CC Division of MITE- Faculty   |
| ASST PROFESSOR             | F | \$69,887.00 | \$18,170.62 | CAS-CJSSW- Faculty             |
| ASST PROFESSOR             | F | \$71,307.00 | \$18,539.82 | CAS-Communications - Faculty   |
| ASST PROFESSOR             | F | \$72,105.00 | \$18,747.30 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR             | F | \$72,194.00 | \$18,770.44 | CAS-PCHD - Faculty             |
| ASST PROFESSOR             | F | \$73,061.00 | \$18,995.86 | CAS-CJSSW- Faculty             |
| ASST PROFESSOR             | F | \$73,334.00 | \$19,066.84 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR             | F | \$74,296.00 | \$19,316.96 | CC Division of MITE- Faculty   |
| ASST PROFESSOR             | F | \$74,643.00 | \$19,407.18 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR             | F | \$74,725.00 | \$19,428.50 | Provost Office & AA - Staff    |
| ASST PROFESSOR             | F | \$74,753.00 | \$19,435.78 | CC Division of AHLPS - Faculty |
| ASST PROFESSOR             | F | \$75,605.00 | \$19,657.30 | CC Division of MITE- Faculty   |
| ASST PROFESSOR             | F | \$75,605.00 | \$19,657.30 | CAS-Cntr for Urb Ed-Faculty    |

Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| ASST PROFESSOR                 | F | \$75,605.00  | \$19,657.30 | CC Division of MITE- Faculty |
| ASST PROFESSOR                 | F | \$75,605.00  | \$19,657.30 | CAS-CJSSW- Faculty           |
| ASST PROFESSOR                 | F | \$75,672.00  | \$19,674.72 | CAS-Bio Chem & Phys- Faculty |
| ASST PROFESSOR                 | F | \$75,945.00  | \$19,745.70 | CAS-CJSSW- Faculty           |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Comp Sci & IT - Faculty |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty  |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty  |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty  |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Comp Sci & IT - Faculty |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Comp Sci & IT - Faculty |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Civ & Mech Eng-Faculty  |
| ASST PROFESSOR                 | F | \$84,460.00  | \$21,959.60 | SEAS-Comp Sci & IT - Faculty |
| ASST PROFESSOR                 | F | \$84,733.00  | \$22,030.58 | CC Division of MITE- Faculty |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | SBPA-Mgmt Hosp & GS-Faculty  |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | CC Div Humanities-Faculty    |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | Learning Resources - Faculty |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | CAUSES-PH Ed - Faculty       |
| ASST PROFESSOR                 | V | \$89,000.00  | \$23,140.00 | CAUSES-Arch & UD- Faculty    |
| ASST SOCCER COACH              | F | \$45,264.00  | \$11,768.64 | Athletics - Staff            |
| ASST VP STUD AFFAIRS           | F | \$72,371.00  | \$18,816.46 | Student Affairs - Staff      |
| ASST WOMEN'S BASKETBALL COACH  | F | \$45,264.00  | \$11,768.64 | Athletics - Staff            |
| ASST WOMEN'S BASKETBALL COACH  | F | \$46,947.00  | \$12,206.22 | Athletics - Staff            |
| Asst. CAO, Grad & Online Educa | F | \$123,964.00 | \$32,230.64 | Provost Office & AA - Staff  |
| ASST. MEN'S BASKETBALL COACH   | V | \$43,581.00  | \$11,331.06 | Athletics - Staff            |
| ASST. MEN'S BASKETBALL COACH   | F | \$53,678.00  | \$13,956.28 | Athletics - Staff            |
| Asst. Sport Perform. Coach     | F | \$15,601.00  | \$1,193.48  | Athletics - PT Faculty       |
| Asst. V.P. Student Development | V | \$107,431.00 | \$27,932.06 | Student Affairs - Staff      |
| Asst. VP, External Relations   | F | \$132,735.00 | \$34,511.10 | Government Relations - Staff |
| ATHLETIC TRAINER               | F | \$46,947.00  | \$12,206.22 | Athletics - Staff            |
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,078.93  | \$1,765.54  | Space Reservations - Staff   |
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,078.93  | \$1,765.54  | Space Reservations - Staff   |
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,078.93  | \$1,765.54  | Space Reservations - Staff   |
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,078.93  | \$1,765.54  | Space Reservations - Staff   |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| AUDITORIUM MANAGEMENT AIDE     | F | \$23,689.38  | \$6,159.24  | Space Reservations - Staff     |
| AUXILIARY SERV. BUS. MGR.      | V | \$63,294.00  | \$16,456.44 | Facilities & RE -Staff         |
| Banner Developer Programmer    | V | \$100,581.00 | \$26,151.06 | Information Technology-Staff   |
| Bodywise Specialist            | F | \$37,815.50  | \$9,832.03  | CAUSES-PH Ed - PT Faculty      |
| BOILER PLANT OPERATOR LEADER   | F | \$89,232.00  | \$23,200.32 | Facilities Man ? Wage Grade- n |
| Budget & Grants Manager        | F | \$67,246.00  | \$17,483.96 | CAUSES Dean -Staff             |
| Budget & Real Estate Administr | F | \$123,964.00 | \$32,230.64 | Capital Projects - Staff       |
| BUDGET ANALYST                 | F | \$85,214.00  | \$22,155.64 | OCFO - UDC                     |
| BUDGET ANALYST                 | F | \$95,793.00  | \$24,906.18 | OCFO - UDC                     |
| Budget Director                | V | \$162,722.00 | \$42,307.72 | OCFO - UDC                     |
| BUDGET OFFICER                 | F | \$116,034.00 | \$30,168.84 | OCFO - UDC                     |
| Budget Technician              | F | \$56,932.00  | \$14,802.32 | OCFO - UDC                     |
| Building Manager               | V | \$57,153.00  | \$14,859.78 | Student Affairs - Staff        |
| BUSINESS MANAGER AUXILIARY SER | F | \$87,746.00  | \$22,813.96 | President's Office -Staff      |
| CAMPUS SER. OPER MANAGER       | F | \$85,184.00  | \$22,147.84 | Facilities & RE -Staff         |
| CAMPUS SER. OPER MANAGER       | F | \$90,308.00  | \$23,480.08 | Facilities & RE -Staff         |
| Capital Procurement Manager    | F | \$117,284.00 | \$30,493.84 | Capital Procurement - Staff    |
| Capital Project Manager        | F | \$104,945.00 | \$27,285.70 | Capital Projects - Staff       |
| CARE (Faculty)                 | F | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| CARE (Faculty)                 | F | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| CARE (Faculty)                 | F | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| CARE (Faculty)                 | F | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| CAREER COUNSELOR               | V | \$51,977.00  | \$13,514.02 | Title III Office - Staff       |
| CAREER COUNSELOR               | F | \$59,945.00  | \$15,585.70 | Title III Office - Staff       |
| CAREER COUNSELOR               | F | \$59,945.00  | \$15,585.70 | Title III Office - Staff       |
| Career Counselor               | V | \$62,662.00  | \$16,292.12 | WFDLL Site Ops - Staff         |
| Career Counselor               | F | \$67,466.00  | \$17,541.16 | WFDLL Site Ops - Staff         |
| Career Counselor               | F | \$72,270.00  | \$18,790.20 | WFDLL Site Ops - Staff         |
| Career Counselor               | F | \$74,672.00  | \$19,414.72 | WFDLL Site Ops - Staff         |
| Case Management Assistant      | F | \$39,332.00  | \$10,226.32 | SBPA Dean-Staff                |
| Case Manager (POWER)           | V | \$51,977.00  | \$13,514.02 | SBPA Dean-Staff                |
| Case Manager (POWER)           | F | \$65,921.00  | \$17,139.46 | SBPA Dean-Staff                |
| Case Manager (POWER)           | F | \$65,921.00  | \$17,139.46 | SBPA Dean-Staff                |

Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| Chair (faculty)                | F | \$5,000.00   | \$382.50    | SBPA Dean - PT Faculty       |
| Chair (faculty)                | V | \$89,305.00  | \$23,219.30 | CAS Dean - PT Faculty        |
| Chair (faculty)                | V | \$89,305.00  | \$23,219.30 | SEAS Dean - PT Faculty       |
| CHIEF ACADEMIC OFFICER         | F | \$250,298.00 | \$65,077.48 | Provost Office & AA - Staff  |
| Chief Audit and Compliance Exe | F | \$139,965.00 | \$36,390.90 | President's Office -Staff    |
| Chief Financial Officer        | F | \$188,862.00 | \$49,104.12 | OCFO - UDC                   |
| Chief Operating Officer        | F | \$225,178.00 | \$58,546.28 | President's Office -Staff    |
| Chief Staff/SVP                | F | \$225,178.00 | \$58,546.28 | President's Office -Staff    |
| Chief Student Development and  | F | \$225,178.00 | \$58,546.28 | Student Affairs - Staff      |
| COMMUNICATIONS SPECIALIST      | F | \$54,482.00  | \$14,165.32 | Public Safety - Staff        |
| COMMUNICATIONS SPECIALIST      | F | \$54,482.00  | \$14,165.32 | Public Safety - Staff        |
| Communications Specialist      | V | \$62,662.00  | \$16,292.12 | CEO Comm College- Staff      |
| COMP SPEC                      | F | \$122,397.00 | \$31,823.22 | Law Library - Staff          |
| COMP. SPECIALIST               | F | \$77,574.00  | \$20,169.24 | SBPA Dean-Staff              |
| Compliance Officer             | F | \$77,009.00  | \$20,022.34 | CAS-Bio Chem & Phys- Staff   |
| Compliance Officer/Title IX Co | F | \$90,308.00  | \$23,480.08 | General Counsel-Staff        |
| COMPUTER LAB ASSISTANT         | F | \$52,845.00  | \$13,739.70 | SBPA Dean-Staff              |
| COMPUTER SPECIALIST            | F | \$72,232.00  | \$18,780.32 | CC Division of MITE- Faculty |
| COMPUTER SPECIALIST            | F | \$72,232.00  | \$18,780.32 | SEAS Dean -Staff             |
| COMPUTER SPECIALIST            | F | \$72,232.00  | \$18,780.32 | SEAS Dean -Staff             |
| Computer Trainer               | V | \$84,955.00  | \$22,088.30 | WFDLL Site Ops - Staff       |
| Computer Trainer               | F | \$104,945.00 | \$27,285.70 | WFDLL Site Ops - Staff       |
| Computer Trainer               | F | \$104,945.00 | \$27,285.70 | WFDLL Site Ops - Staff       |
| Continuing Education Program C | V | \$57,153.00  | \$14,859.78 | WFDLL Continuing Ed - Staff  |
| CONTRACT SPEC                  | F | \$88,519.00  | \$23,014.94 | Procurement - Staff          |
| CONTRACT SPEC                  | F | \$98,044.00  | \$25,491.44 | Procurement - Staff          |
| CONTRACT SPEC                  | F | \$104,394.00 | \$27,142.44 | Procurement - Staff          |
| CONTRACT SPEC                  | F | \$104,394.00 | \$27,142.44 | Procurement - Staff          |
| CONTRACT SPECIALIST            | F | \$88,519.00  | \$23,014.94 | Procurement - Staff          |
| Contracts and Grants Associate | F | \$94,740.00  | \$24,632.40 | CAUSES Dean -Staff           |
| Controller (University of the  | F | \$144,978.00 | \$37,694.28 | OCFO - UDC                   |
| COORD STUD OUTR LDRS DEV       | F | \$77,574.00  | \$20,169.24 | Recruitment & Adm -Staff     |
| Coordinator (Development, Outr | F | \$77,574.00  | \$20,169.24 | CAS Dean - Staff             |

## Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| COUNSELOR                      | F | \$69,905.00  | \$18,175.30 | Title III Office - Staff     |
| COUNSELOR                      | V | \$74,713.00  | \$19,425.38 | Student Life - Staff         |
| COUNSELOR                      | F | \$89,018.00  | \$23,144.68 | CC Student Achievement-Staff |
| Customer Service Representativ | F | \$48,965.00  | \$12,730.90 | OCFO - UDC                   |
| Customer Service Specialist    | F | \$39,044.00  | \$10,151.44 | CC Student Achievement-Staff |
| Customer Service Specialist    | F | \$43,326.00  | \$11,264.76 | Recruitment & Adm -Staff     |
| Data & Assessment Manager      | F | \$69,809.00  | \$18,150.34 | CAUSES Dean -Staff           |
| Data Analyst                   | F | \$82,621.00  | \$21,481.46 | Title III Office - Staff     |
| Data Analyst (QIE)             | F | \$77,574.00  | \$20,169.24 | CEO Comm College- Staff      |
| Data Processing & Document Man | F | \$57,153.00  | \$14,859.78 | Recruitment & Adm -Staff     |
| Dean                           | F | \$100,581.00 | \$26,151.06 | CEO Comm College- Staff      |
| Dean                           | F | \$150,069.00 | \$39,017.94 | CEO Comm College- Staff      |
| DEAN OF STUD ACHIEVEMENT       | F | \$114,941.00 | \$29,884.66 | CEO Comm College- Staff      |
| Dean, CAS                      | F | \$194,516.00 | \$50,574.16 | CAS Dean - Staff             |
| Dean, CAUSES                   | F | \$194,516.00 | \$50,574.16 | CAUSES Dean -Staff           |
| Dean, Law School               | F | \$225,178.00 | \$58,546.28 | DACSL Dean-Staff             |
| Dean, School of Business and P | F | \$194,516.00 | \$50,574.16 | SBPA Dean-Staff              |
| Dean, SEAS                     | F | \$194,516.00 | \$50,574.16 | SEAS Dean -Staff             |
| DEP DIR COMM COLL INIT         | V | \$84,955.00  | \$22,088.30 | CEO Comm College- Staff      |
| DEPUTY CHIEF OF POLICE         | F | \$86,876.00  | \$22,587.76 | Public Safety - Staff        |
| Desktop Support Tech           | F | \$65,647.00  | \$17,068.22 | Information Technology-Staff |
| Desktop Support Technician     | F | \$67,842.00  | \$17,638.92 | Information Technology-Staff |
| Desktop Support Technician     | F | \$74,713.00  | \$19,425.38 | CEO Comm College- Staff      |
| DIGITAL TECHNOLOGY ASST        | F | \$42,964.00  | \$11,170.64 | Title III Office - Staff     |
| DIR COUN & ST DEV              | F | \$89,763.00  | \$23,338.38 | Couns & Student Dev - Staff  |
| Dir Institutional Res., Data M | F | \$120,624.00 | \$31,362.24 | Title III Office - Staff     |
| DIR LAW REGISTRATION/REGISTRAR | F | \$86,876.00  | \$22,587.76 | DACSL Dean-Staff             |
| DIR OF CONT ED WORK DEV        | F | \$101,614.00 | \$26,419.64 | CEO Comm College- Staff      |
| DIR OF CONTRACTING & PROC.     | F | \$125,506.00 | \$32,631.56 | Procurement - Staff          |
| DIR OF PUB SAF/CHIEF OF POLICE | V | \$100,581.00 | \$26,151.06 | Public Safety - Staff        |
| DIR, INTERCOLL. ATHL           | F | \$165,012.00 | \$42,903.12 | Athletics - Staff            |
| Dir. of Instit. Assessment & O | F | \$101,614.00 | \$26,419.64 | OPIE - Staff                 |
| DIR. OF VETERANS' AFFAIRS      | F | \$78,215.00  | \$20,335.90 | Student Affairs - Staff      |

## Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| Dir. State & Local Affairs     | F | \$114,941.00 | \$29,884.66 | President's Office -Staff    |
| Dir., Multicultural Affairs &  | F | \$84,955.00  | \$22,088.30 | Student Affairs - Staff      |
| DIRECTOR                       | V | \$75,328.00  | \$19,585.28 | Dean of CC AA - Staff        |
| DIRECTOR                       | V | \$75,328.00  | \$19,585.28 | SEAS Dean -Staff             |
| Director                       | V | \$75,328.00  | \$19,585.28 | Human Resources - Staff      |
| DIRECTOR                       | F | \$80,059.00  | \$20,815.34 | Title III Office - Staff     |
| Director                       | F | \$86,876.00  | \$22,587.76 | DACSL Dean-Staff             |
| Director                       | F | \$92,651.00  | \$24,089.26 | Recruitment & Adm -Staff     |
| Director                       | V | \$100,581.00 | \$26,151.06 | Information Technology-Staff |
| DIRECTOR                       | F | \$101,311.00 | \$26,340.86 | Government Relations - Staff |
| Director                       | F | \$101,614.00 | \$26,419.64 | Title III Office - Staff     |
| Director                       | F | \$117,284.00 | \$30,493.84 | Information Technology-Staff |
| Director (Student Center)      | F | \$81,103.00  | \$21,086.78 | Student Affairs - Staff      |
| Director LRD                   | F | \$107,431.00 | \$27,932.06 | Learning Resources - Staff   |
| Director of Alumni Affairs     | F | \$84,955.00  | \$22,088.30 | Advancement - Staff          |
| Director of Auxiliary Enterpri | F | \$108,278.00 | \$28,152.28 | President's Office -Staff    |
| DIRECTOR OF CAREER SERVICES    | F | \$104,945.00 | \$27,285.70 | DACSL Dean-Staff             |
| Director of Comm. and Market   | F | \$111,000.00 | \$28,860.00 | President's Office -Staff    |
| Director of Communications     | V | \$84,955.00  | \$22,088.30 | President's Office -Staff    |
| Director of Operations, UDCCC  | F | \$108,278.00 | \$28,152.28 | CEO Comm College- Staff      |
| Director of Student Accounts   | F | \$175,482.00 | \$45,625.32 | OCFO - UDC                   |
| Director of Student Engagement | F | \$78,098.00  | \$20,305.48 | SEAS Dean -Staff             |
| Director, Administration & Fin | V | \$84,955.00  | \$22,088.30 | CEO Comm College- Staff      |
| Director, Alumni Affairs       | F | \$87,746.00  | \$22,813.96 | DACSL Dean-Staff             |
| Director, Capital Project      | F | \$114,941.00 | \$29,884.66 | Capital Projects - Staff     |
| Director, Capital Projects     | F | \$120,000.00 | \$31,200.00 | Capital Projects - Staff     |
| Director, Center for Urban Agr | F | \$78,215.00  | \$20,335.90 | CAUSES-Cntr Urb Agr-Staff    |
| Director, Center of Nutrition, | F | \$90,308.00  | \$23,480.08 | CAUSES-Nutr & Diet-Staff     |
| DIRECTOR, DEVELOPMENT          | F | \$101,311.00 | \$26,340.86 | DACSL Dean-Staff             |
| Director, Employee & Labor     | F | \$111,609.00 | \$29,018.34 | Human Resources - Staff      |
| DIRECTOR, FINANCIAL AID        | F | \$89,763.00  | \$23,338.38 | DACSL Dean-Staff             |
| Director, Graduate Admissions  | F | \$83,033.00  | \$21,588.58 | Grad & Spons'd Prog - Staff  |
| Director, Learning Technology  | F | \$98,424.00  | \$25,590.24 | Learning Resources - Staff   |

Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| Director, Major Gifts and Plan | V | \$84,955.00  | \$22,088.30 | Advancement - Staff          |
| Director, Risk Management      | F | \$111,609.80 | \$29,018.55 | General Counsel-Staff        |
| DIRECTOR, SS                   | F | \$78,215.00  | \$20,335.90 | WFDLL Student Success-Staff  |
| Director, Student Life         | F | \$75,328.00  | \$19,585.28 | Student Affairs - Staff      |
| Director, Student Success      | F | \$92,651.00  | \$24,089.26 | Student Affairs - Staff      |
| DIRECTOR, TRIO PROGRAMS        | F | \$89,763.00  | \$23,338.38 | TRIO & Coll Prog - Staff     |
| Director, WRRI                 | F | \$87,746.00  | \$22,813.96 | CAUSES-ESS - Staff           |
| Disability Counselor           | F | \$89,018.00  | \$23,144.68 | Couns & Student Dev - Staff  |
| DISTINGUISHED PROF             | F | \$131,214.00 | \$34,115.64 | CAUSES Dean -Staff           |
| District Services Coordinator  | V | \$75,328.00  | \$19,585.28 | Student Life - Staff         |
| EDUCATION COUNSELOR            | F | \$27,980.00  | \$7,274.80  | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | F | \$50,677.57  | \$13,176.17 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | F | \$51,977.00  | \$13,514.02 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | V | \$51,977.00  | \$13,514.02 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | F | \$51,977.00  | \$13,514.02 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | V | \$51,977.00  | \$13,514.02 | TRIO & Coll Prog - Staff     |
| EDUCATION COUNSELOR            | F | \$59,945.00  | \$15,585.70 | TRIO & Coll Prog - Staff     |
| Employer Outreach Coordinator  | V | \$43,581.00  | \$11,331.06 | Financial Aid - Staff        |
| Employer Outreach Coordinator  | V | \$43,581.00  | \$11,331.06 | WFDLL Dean - Staff           |
| Employer Outreach Coordinator  | V | \$43,581.00  | \$11,331.06 | Title III Office - Staff     |
| Employer Outreach Coordinator  | F | \$53,678.00  | \$13,956.28 | Title III Office - Staff     |
| Employer Outreach Coordinator  | F | \$58,726.00  | \$15,268.76 | WFDLL Dean - Staff           |
| Enrollment Residency Coordinat | V | \$62,662.00  | \$16,292.12 | Recruitment & Adm -Staff     |
| Events & Operations Coordinato | F | \$63,294.00  | \$16,456.44 | Campus Services - Staff      |
| EXECUTIVE ASSISTANT            | F | \$57,153.00  | \$14,859.78 | Procurement - Staff          |
| Executive Assistant            | F | \$59,945.00  | \$15,585.70 | SBPA Dean-Staff              |
| Executive Assistant            | F | \$65,977.00  | \$17,154.02 | Student Affairs - Staff      |
| Executive Assistant            | F | \$80,059.00  | \$20,815.34 | Human Resources - Staff      |
| Executive Associate            | F | \$108,278.00 | \$28,152.28 | President's Office -Staff    |
| EXECUTIVE ASST                 | F | \$72,371.00  | \$18,816.46 | CEO Comm College- Staff      |
| Executive Dir., Career Service | F | \$91,618.00  | \$23,820.68 | Student Life - Staff         |
| Executive Director             | F | \$123,964.00 | \$32,230.64 | President's Office -Staff    |
| Executive Director             | F | \$139,965.00 | \$36,390.90 | Information Technology-Staff |

## Attachment #2 - Schedule A

|                                |   |              |             |                               |
|--------------------------------|---|--------------|-------------|-------------------------------|
| EXECUTIVE SECRETARY            | F | \$68,229.00  | \$17,739.54 | President's Office -Staff     |
| EXTENSION AGENT I              | F | \$57,044.00  | \$14,831.44 | CAUSES-Nutr & Diet-Staff      |
| Faculty Coordinator            | V | \$62,662.00  | \$16,292.12 | WFDLL Site Ops - Staff        |
| Faculty Coordinator            | F | \$72,270.00  | \$18,790.20 | WFDLL Site Ops - Staff        |
| FAMILY NURSE PRACTITIONER      | V | \$67,246.00  | \$17,483.96 | Health Services - Staff       |
| Family Nurse Practitioner      | F | \$92,651.00  | \$24,089.26 | Health Services - Staff       |
| Finance Systems Manager        | V | \$123,358.00 | \$32,073.08 | OCFO - UDC                    |
| Financial Aid Compliance Offic | F | \$74,713.00  | \$19,425.38 | Financial Aid - Staff         |
| Financial Aid Compliance Offic | F | \$83,296.00  | \$21,656.96 | Financial Aid - Staff         |
| FINANCIAL AID COUNSELOR        | F | \$74,713.00  | \$19,425.38 | Financial Aid - Staff         |
| FINANCIAL AID COUNSELOR        | F | \$91,879.00  | \$23,888.54 | Financial Aid - Staff         |
| FINANCIAL AID COUNSELOR        | F | \$94,740.00  | \$24,632.40 | Financial Aid - Staff         |
| FINANCIAL AID COUNSELOR        | F | \$94,740.00  | \$24,632.40 | Financial Aid - Staff         |
| FINANCIAL AID COUNSELOR (Loan  | F | \$67,246.00  | \$17,483.96 | Financial Aid - Staff         |
| FINANCIAL ANALYST              | V | \$51,977.00  | \$13,514.02 | Provost Office & AA - Staff   |
| FINANCIAL MANAGER              | F | \$142,060.00 | \$36,935.60 | OCFO - UDC                    |
| Fitness Manager                | V | \$43,581.00  | \$11,331.06 | Student Affairs - Staff       |
| Fitness Specialist             | F | \$38,532.00  | \$10,018.32 | Student Affairs - Staff       |
| GEN MGR                        | F | \$95,537.00  | \$24,839.62 | Cable Television - Staff      |
| GENERAL COUNSEL                | F | \$225,178.00 | \$58,546.28 | General Counsel-Staff         |
| GRADUATE STUDENT/GRADUATE ASSI | F | \$31,200.00  | \$2,386.80  | Learning Resources - Students |
| Graduate/Research Asst         | F | \$31,200.00  | \$2,386.80  | Records Management - Students |
| Graduate/Research Asst         | F | \$31,200.00  | \$2,386.80  | Title III Office - Students   |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students           |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students           |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students           |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students           |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | CAS Dean - Students           |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | SEAS-Comp Sci & IT- Students  |
| Graduate/Teaching Asst         | F | \$15,600.00  | \$1,193.40  | SEAS-Comp Sci & IT- Students  |
| Graduate/Teaching Asst         | F | \$31,200.00  | \$2,386.80  | CAUSES Dean - Students        |
| Graduate/Teaching Asst         | F | \$31,200.00  | \$2,386.80  | SEAS-Elec Engin - Students    |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAUSES Dean - Students        |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | Provost Office & AA - Students |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAS-Education - Students       |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAS-Education - Students       |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | SEAS-Civ & Mech Eng-Faculty    |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAUSES Dean - Students         |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAS-CJSSW- Faculty             |
| Graduate/Teaching Asst         | V | \$31,200.00  | \$2,386.80  | CAUSES Dean - Students         |
| GRADUATION CLEARANCE SPECIALIS | F | \$44,153.00  | \$11,479.78 | Title III Office - Staff       |
| Grant Coordinator              | F | \$51,977.00  | \$13,514.02 | SEAS-Civ & Mech Eng-Staff      |
| Grant Coordinator              | F | \$67,914.00  | \$17,657.64 | SEAS-Civ & Mech Eng-Staff      |
| Grant Project Leader           | V | \$89,305.00  | \$23,219.30 | SBPA Dean - PT Faculty         |
| Grant Project Leader (Faculty) | F | \$5,000.00   | \$382.50    | DCCC - Adjunct Professor       |
| Grant Project Leader (Faculty) | F | \$5,000.00   | \$382.50    | DCCC - Adjunct Professor       |
| Grant Project Leader (Faculty) | F | \$5,000.00   | \$382.50    | SEAS-Comp Sci & IT -PT Faculty |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | SEAS-Elec Engin - PT Faculty   |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | SEAS-Civ & Mech Eng-PT Faculty |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | CAS-Cntr for Urb Ed-Faculty    |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | SEAS-Comp Sci & IT -PT Faculty |
| Grant Project Leader (Faculty) | V | \$89,305.00  | \$23,219.30 | SEAS-Comp Sci & IT - Faculty   |
| Grants Administration Officer  | F | \$73,164.00  | \$19,022.64 | CEO Comm College- Staff        |
| Grants Management Specialist   | F | \$78,098.00  | \$20,305.48 | Title III Office - Staff       |
| Grants Program Manager         | F | \$120,211.00 | \$31,254.86 | OCFO - UDC                     |
| HEAD BASKETBALL COACH (WOMEN'S | F | \$75,328.00  | \$19,585.28 | Athletics - Staff              |
| Head Coach Swimming/Aquatics D | F | \$63,294.00  | \$16,456.44 | Athletics - Staff              |
| Head Coach, Lacrosse (Men)     | F | \$65,761.00  | \$17,097.86 | Athletics - Staff              |
| Head Coach, Lacrosse (Women)   | F | \$63,294.00  | \$16,456.44 | Athletics - Staff              |
| Head of Collection Services    | F | \$91,618.00  | \$23,820.68 | Law Library - Staff            |
| HEAD SOCCER COACH              | F | \$65,761.00  | \$17,097.86 | Athletics - Staff              |
| Head, Cross Country and Track  | F | \$63,294.00  | \$16,456.44 | Athletics - Staff              |
| Head, Men's and Women's Tennis | F | \$68,229.00  | \$17,739.54 | Athletics - Staff              |
| Head, Men's Basketball Coach   | F | \$95,537.00  | \$24,839.62 | Athletics - Staff              |
| HRIS Specialist                | V | \$63,294.00  | \$16,456.44 | Human Resources - Staff        |
| HRIS Specialist                | F | \$85,500.00  | \$22,230.00 | Human Resources - Staff        |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| HUMAN RESOURCES ASSISTANT      | F | \$51,995.00  | \$13,518.70 | Human Resources - Staff        |
| HUMAN RESOURCES ASSISTANT      | F | \$53,678.00  | \$13,956.28 | Human Resources - Staff        |
| HUMAN RESOURCES ASST           | V | \$43,581.00  | \$11,331.06 | Human Resources - Staff        |
| HUMAN RESOURCES SPEC EMP BEN   | V | \$63,294.00  | \$16,456.44 | Human Resources - Staff        |
| HUMAN RESOURCES SPEC EMP BEN   | F | \$85,500.00  | \$22,230.00 | Human Resources - Staff        |
| INFO PROCESSOR                 | V | \$52,011.00  | \$13,522.86 | Recruitment & Adm -Staff       |
| INFO PROCESSOR                 | F | \$65,654.00  | \$17,070.04 | Recruitment & Adm -Staff       |
| INFO TECH SPEC                 | F | \$115,951.00 | \$30,147.26 | Information Technology-Staff   |
| Inform. Tech. Sys. Engineer    | F | \$104,394.00 | \$27,142.44 | Information Technology-Staff   |
| Information Processor          | V | \$26,980.00  | \$7,014.80  | Recruitment & Adm -Staff       |
| INFORMATION PROCESSOR          | F | \$52,011.00  | \$13,522.86 | Law Library - Staff            |
| INFORMATION PROCESSOR          | F | \$52,011.00  | \$13,522.86 | Recruitment & Adm -Staff       |
| INFORMATION PROCESSOR          | F | \$52,011.00  | \$13,522.86 | Recruitment & Adm -Staff       |
| INFORMATION PROCESSOR          | V | \$52,011.00  | \$13,522.86 | Recruitment & Adm -Staff       |
| INFORMATION TECHNOLOGY ASST    | V | \$36,124.00  | \$9,392.24  | Learning Resources - Staff     |
| Information Technology Complia | F | \$89,763.00  | \$23,338.38 | Information Technology-Staff   |
| Information Technology Special | F | \$83,296.00  | \$21,656.96 | Learning Resources - Staff     |
| Instructional Consultant       | F | \$72,371.00  | \$18,816.46 | Learning Resources - Staff     |
| Instructional Consultant       | F | \$77,497.00  | \$20,149.22 | Learning Resources - Staff     |
| INSTRUCTOR                     | F | \$5,000.00   | \$382.50    | CAS-Cntr for Urb Ed-PT Faculty |
| INSTRUCTOR                     | V | \$37,617.00  | \$9,780.42  | Title III Office - Staff       |
| INSTRUCTOR                     | V | \$37,617.00  | \$9,780.42  | DACSL Dean - Faculty           |
| INSTRUCTOR                     | V | \$54,295.00  | \$14,116.70 | Title III Office - Staff       |
| INSTRUCTOR                     | V | \$54,295.00  | \$14,116.70 | DACSL Dean - Faculty           |
| INSTRUCTOR                     | V | \$54,295.00  | \$14,116.70 | DACSL Dean - Faculty           |
| INSTRUCTOR                     | F | \$59,372.00  | \$15,436.72 | CC Div Humanities-Faculty      |
| INSTRUCTOR                     | F | \$62,830.00  | \$16,335.80 | SEAS-Comp Sci & IT - Faculty   |
| INSTRUCTOR                     | F | \$63,039.00  | \$16,390.14 | CAS-Eng & Wrld Lang-Faculty    |
| INSTRUCTOR                     | F | \$63,229.64  | \$16,439.71 | DACSL Dean - Faculty           |
| INSTRUCTOR                     | F | \$65,047.00  | \$16,912.22 | CAS-Math & App Stat- Faculty   |
| INSTRUCTOR                     | F | \$65,048.00  | \$16,912.48 | CAS-Math & App Stat- Faculty   |
| INSTRUCTOR                     | F | \$67,000.00  | \$17,420.00 | CAS-Cntr for Urb Ed-Faculty    |
| INSTRUCTOR                     | F | \$67,462.00  | \$17,540.12 | CAS-Math & App Stat- Faculty   |

Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| INSTRUCTOR                     | F | \$67,462.00  | \$17,540.12 | CAS-Education - Faculty      |
| INSTRUCTOR                     | F | \$67,842.00  | \$17,638.92 | CAS-Cntr for Urb Ed-Faculty  |
| INSTRUCTOR                     | F | \$67,901.00  | \$17,654.26 | CAS-PCHD - Faculty           |
| INSTRUCTOR                     | F | \$67,901.00  | \$17,654.26 | CAS-HPSGS - Faculty          |
| INSTRUCTOR                     | F | \$68,004.00  | \$17,681.04 | CAS-Education - Faculty      |
| INSTRUCTOR                     | F | \$71,284.00  | \$18,533.84 | CAS-Cntr for Urb Ed-Faculty  |
| INSTRUCTOR                     | F | \$72,100.00  | \$18,746.00 | SBPA-Act Fin & Econ-Faculty  |
| INSTRUCTOR                     | V | \$79,000.00  | \$20,540.00 | CC Div Humanities-Faculty    |
| INSTRUCTOR                     | V | \$79,000.00  | \$20,540.00 | CAS-Cntr for Urb Ed-Faculty  |
| Instructor (Aviation Mechanic) | V | \$43,285.00  | \$11,254.10 | CC Division of MITE- Faculty |
| Instructor (Aviation Mechanic) | V | \$79,000.00  | \$20,540.00 | CC Division of MITE- Faculty |
| Interim V, Enrollment Svc.     | F | \$121,890.00 | \$31,691.40 | Financial Aid - Staff        |
| Jazz Archives Specialist       | F | \$65,647.00  | \$17,068.22 | Learning Resources - Staff   |
| Lab Assistant                  | V | \$23,295.00  | \$6,056.70  | Title III Office - Staff     |
| Lab Assistant                  | V | \$23,295.00  | \$6,056.70  | SEAS Dean -Staff             |
| Lab Engineer                   | F | \$53,678.00  | \$13,956.28 | SEAS-Civ & Mech Eng-Staff    |
| LAB MGR                        | F | \$72,232.00  | \$18,780.32 | CAS-Bio Chem & Phys- Staff   |
| LAB TECH                       | V | \$51,964.00  | \$13,510.64 | CC Division of AHLPS - Staff |
| LAB TECH                       | F | \$51,977.00  | \$13,514.02 | Title III Office - Staff     |
| LAB TECH                       | F | \$54,482.00  | \$14,165.32 | CAS-Bio Chem & Phys- Staff   |
| LAB TECH                       | F | \$66,868.00  | \$17,385.68 | CAS-Bio Chem & Phys- Staff   |
| Lab Technician                 | F | \$54,482.00  | \$14,165.32 | Dean of CC AA - Staff        |
| Laboratory Engineer            | F | \$53,678.00  | \$13,956.28 | SEAS Dean -Staff             |
| Lead Customer Service Represen | F | \$69,944.00  | \$18,185.44 | OCFO - UDC                   |
| Legal Writer                   | F | \$80,566.00  | \$20,947.16 | Title III Office - Staff     |
| LIBRARIAN (CATALOGING)         | V | \$74,713.00  | \$19,425.38 | Law Library - Staff          |
| LIBRARY TECH                   | F | \$52,898.00  | \$13,753.48 | Learning Resources - Staff   |
| LIBRARY TECH                   | F | \$60,166.00  | \$15,643.16 | Learning Resources - Staff   |
| LIBRARY TECH                   | F | \$60,166.00  | \$15,643.16 | Law Library - Staff          |
| LIBRARY TECH                   | F | \$65,654.00  | \$17,070.04 | Learning Resources - Staff   |
| LIBRARY TECHNICIAN             | F | \$51,081.00  | \$13,281.06 | Learning Resources - Staff   |
| Lifeguard Manager              | F | \$16,502.50  | \$1,262.44  | Athletics - Staff            |
| Lifeguard Manager              | F | \$16,502.50  | \$1,262.44  | Athletics - Staff            |

Attachment #2 - Schedule A

|                                |   |             |             |                              |
|--------------------------------|---|-------------|-------------|------------------------------|
| Logistics and Research         | V | \$57,044.00 | \$14,831.44 | CAUSES Dean -Staff           |
| Logistics and Research Associa | F | \$79,476.00 | \$20,663.76 | CAUSES Dean -Staff           |
| MAIL CLERK/XEROX TECHNICIAN    | F | \$42,309.00 | \$11,000.34 | DACSL Dean-Staff             |
| Maintenance and Operations Sup | F | \$85,500.00 | \$22,230.00 | Campus Services - Staff      |
| MAINTENANCE MECHANIC           | V | \$61,963.20 | \$16,110.43 | Campus Services - Staff      |
| MAINTENANCE MECHANIC           | V | \$61,963.20 | \$16,110.43 | Campus Services - Staff      |
| MAINTENANCE MECHANIC           | F | \$68,452.80 | \$17,797.73 | Campus Services - Staff      |
| MAINTENANCE MECHANIC           | F | \$70,616.00 | \$18,360.16 | Campus Services - Staff      |
| MAINTENANCE MECHANIC           | F | \$70,616.00 | \$18,360.16 | Campus Services - Staff      |
| MAINTENANCE MECHANIC           | F | \$70,616.00 | \$18,360.16 | Campus Services - Staff      |
| Maintenance Mechanic Team Lead | F | \$77,376.00 | \$20,117.76 | Campus Services - Staff      |
| Maintenance Mechanic Team Lead | F | \$82,118.40 | \$21,350.78 | Campus Services - Staff      |
| MAINTENANCE MECHANIC/LOCKSMTH  | F | \$81,432.00 | \$21,172.32 | Campus Services - Staff      |
| MAINTENANCE SPEC               | F | \$73,596.00 | \$19,134.96 | Campus Services - Staff      |
| Management Analyst             | F | \$80,059.00 | \$20,815.34 | Facilities & RE -Staff       |
| MANAGEMENT ASSISTANT           | F | \$69,868.00 | \$18,165.68 | CC Student Achievement-Staff |
| MANAGEMENT ASSISTANT           | F | \$72,270.00 | \$18,790.20 | Registrar - Staff            |
| MANAGEMENT ASSISTANT           | F | \$74,672.00 | \$19,414.72 | Registrar - Staff            |
| Manager                        | F | \$77,497.00 | \$20,149.22 | Public Safety - Staff        |
| Manager                        | F | \$80,059.00 | \$20,815.34 | Human Resources - Staff      |
| Manager                        | F | \$80,059.00 | \$20,815.34 | President's Office -Staff    |
| Manager                        | F | \$80,059.00 | \$20,815.34 | CAUSES - Cntr 4H & YD- Staff |
| Manager Recruitment & Operatio | V | \$67,246.00 | \$17,483.96 | Human Resources - Staff      |
| Manager Recruitment & Operatio | V | \$67,246.00 | \$17,483.96 | CEO Comm College- Staff      |
| MANAGER, TELECOM.              | F | \$73,164.00 | \$19,022.64 | Information Technology-Staff |
| MANAGER, PAYROLL               | F | \$90,308.00 | \$23,480.08 | Human Resources - Staff      |
| Managing Attorney              | V | \$67,246.00 | \$17,483.96 | DACSL Dean - Faculty         |
| Marketing & Communications Ass | F | \$55,909.00 | \$14,536.34 | CAUSES Dean -Staff           |
| Marketing Communications Manag | V | \$67,246.00 | \$17,483.96 | CAUSES Dean -Staff           |
| MEDIA TECH                     | F | \$60,166.00 | \$15,643.16 | Learning Resources - Staff   |
| MEDIA TECH                     | F | \$60,166.00 | \$15,643.16 | Learning Resources - Staff   |
| MEDIA TECH                     | F | \$60,166.00 | \$15,643.16 | Learning Resources - Staff   |
| MEDIA TECH                     | F | \$60,166.00 | \$15,643.16 | Learning Resources - Staff   |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| MEDIA TECH I                   | F | \$51,081.00  | \$13,281.06 | Learning Resources - Staff     |
| MGMT ASST                      | V | \$39,554.00  | \$10,284.04 | Title III Office - Staff       |
| MGR INFO TECH                  | F | \$78,215.00  | \$20,335.90 | OPIE - Staff                   |
| Motor Vehicle Operator (Mail C | F | \$49,370.00  | \$12,836.20 | Facilities & RE -Staff         |
| Multicultural/International Ad | V | \$56,867.00  | \$14,785.42 | Recruitment & Adm -Staff       |
| MUSIC EQUIPMENT TECH           | F | \$62,122.00  | \$16,151.72 | CAS-Vis & Perf Arts - Staff    |
| Network Administrator          | F | \$83,296.00  | \$21,656.96 | Information Technology-Staff   |
| OFFICE MANAGER                 | F | \$47,219.00  | \$12,276.94 | Title III Office - Staff       |
| OFFICE MANAGER                 | F | \$50,312.00  | \$13,081.12 | CAS-Education - Staff          |
| Office Manager                 | V | \$51,977.00  | \$13,514.02 | Registrar - Staff              |
| OFFICE MANAGER                 | F | \$55,361.00  | \$14,393.86 | Title III Office - Staff       |
| Office Manager                 | F | \$61,257.00  | \$15,926.82 | Recruitment & Adm -Staff       |
| OFFICE MANAGER                 | F | \$63,294.00  | \$16,456.44 | CAS Dean - Staff               |
| Office Manager                 | F | \$63,929.00  | \$16,621.54 | DACSL Dean-Staff               |
| OFFSET DUP PRESS OPR           | F | \$67,288.00  | \$17,494.88 | Campus Services - Staff        |
| PAINTER                        | V | \$67,899.00  | \$17,653.74 | Facilities Man ? Wage Grade- n |
| Pathway Director               | F | \$77,497.00  | \$20,149.22 | WFDLL Site Ops - Staff         |
| Pathway Director               | F | \$77,497.00  | \$20,149.22 | WFDLL Site Ops - Staff         |
| Pathway Director               | F | \$77,497.00  | \$20,149.22 | WFDLL Site Ops - Staff         |
| Pathway Director               | F | \$77,497.00  | \$20,149.22 | WFDLL Site Ops - Staff         |
| PGM & PROD COOR                | F | \$122,397.00 | \$31,823.22 | Cable Television - Staff       |
| PLUMBER                        | F | \$69,867.20  | \$18,165.47 | Facilities Man ? Wage Grade- n |
| PNEUMATIC CONTROL ENG          | F | \$73,840.00  | \$19,198.40 | Facilities Man ? Wage Grade- n |
| PNEUMATIC CONTROL ENG          | F | \$95,139.20  | \$24,736.19 | Campus Services - Staff        |
| POLICE OFFICER                 | V | \$47,447.00  | \$12,336.22 | Security Campus Police - Admi  |
| POLICE OFFICER                 | V | \$47,447.00  | \$12,336.22 | Security Campus Police - Admi  |
| POLICE OFFICER                 | V | \$47,447.00  | \$12,336.22 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$51,081.00  | \$13,281.06 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Security Campus Police - Admi  |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Campus Services - Staff        |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Security Campus Police - Admi  |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Campus Services - Staff        |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Campus Services - Staff        |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$52,898.00  | \$13,753.48 | Security Campus Police - Admi  |
| POLICE OFFICER                 | F | \$60,166.00  | \$15,643.16 | Public Safety - Staff          |
| POLICE OFFICER                 | F | \$60,166.00  | \$15,643.16 | Public Safety - Staff          |
| Post Coordinator               | F | \$73,164.00  | \$19,022.64 | Title III Office - Staff       |
| Postdoctoral Fellow II         | F | \$70,391.00  | \$18,301.66 | SEAS Dean -Staff               |
| Postdoctoral Research Associat | F | \$51,977.00  | \$13,514.02 | SEAS-Civ & Mech Eng-Staff      |
| Postdoctoral Research Associat | F | \$59,945.00  | \$15,585.70 | SEAS-Civ & Mech Eng-Staff      |
| Postdoctoral Research Associat | F | \$59,945.00  | \$15,585.70 | SEAS-Civ & Mech Eng-Staff      |
| PRESIDENT                      | F | \$322,354.00 | \$83,812.04 | President's Office -Staff      |
| Principal Investigator (facult | F | \$5,000.00   | \$382.50    | Mngmt Faculty                  |
| Principal Investigator (facult | F | \$5,000.00   | \$382.50    | CAS-Education - PT Faculty     |
| Principal Investigator (facult | F | \$5,000.00   | \$382.50    | CAS-PCHD - PT Faculty          |
| Principal Investigator (facult | V | \$5,000.00   | \$382.50    | Dean of CC AA- PT Faculty      |
| Principal Investigator (facult | V | \$5,000.00   | \$382.50    | CAS-Bio Chem & Phys-PT Faculty |
| Principal Investigator (facult | V | \$5,000.00   | \$382.50    | CAS-CJSSW- Faculty             |
| Principal Investigator (facult | V | \$5,000.00   | \$382.50    | CAS-Education - PT Faculty     |
| Procurement Agent              | F | \$69,868.00  | \$18,165.68 | Capital Procurement - Staff    |
| PROFESSOR                      | F | \$79,222.97  | \$20,597.97 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$84,686.60  | \$22,018.52 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$86,520.00  | \$22,495.20 | CAS-CJSSW- Faculty             |
| PROFESSOR                      | F | \$88,635.00  | \$23,045.10 | CAS-Vis & Perf Arts-Faculty    |
| PROFESSOR                      | F | \$88,961.00  | \$23,129.86 | CAS-Education - Faculty        |
| PROFESSOR                      | F | \$92,287.00  | \$23,994.62 | CAS-Eng & Wrld Lang-Faculty    |
| PROFESSOR                      | F | \$94,767.00  | \$24,639.42 | Provost Office & AA - Staff    |
| PROFESSOR                      | F | \$97,167.00  | \$25,263.42 | SBPA-Mrktg & Legal- Faculty    |

Attachment #2 - Schedule A

|           |   |              |             |                              |
|-----------|---|--------------|-------------|------------------------------|
| PROFESSOR | F | \$98,447.00  | \$25,596.22 | CAS-Vis & Perf Arts-Faculty  |
| PROFESSOR | F | \$101,527.00 | \$26,397.02 | CAS-Vis & Perf Arts-Faculty  |
| Professor | F | \$101,827.00 | \$26,475.02 | CAS-HPSGS - Faculty          |
| PROFESSOR | F | \$103,432.00 | \$26,892.32 | CAS-PCHD - Faculty           |
| Professor | F | \$106,000.00 | \$27,560.00 | SEAS-Civ & Mech Eng-Faculty  |
| Professor | F | \$106,000.00 | \$27,560.00 | SEAS-Elec Engin - Faculty    |
| Professor | F | \$106,000.00 | \$27,560.00 | SEAS-Elec Engin - Faculty    |
| PROFESSOR | F | \$107,653.00 | \$27,989.78 | CAS-Eng & Wrld Lang-Faculty  |
| PROFESSOR | F | \$109,180.00 | \$28,386.80 | SEAS-Civ & Mech Eng-Faculty  |
| PROFESSOR | F | \$109,932.00 | \$28,582.32 | SEAS-Comp Sci & IT - Faculty |
| PROFESSOR | F | \$110,674.00 | \$28,775.24 | SEAS-Comp Sci & IT - Faculty |
| PROFESSOR | F | \$110,694.00 | \$28,780.44 | SEAS-Comp Sci & IT - Faculty |
| Professor | F | \$112,751.00 | \$29,315.26 | SEAS-Elec Engin - Faculty    |
| PROFESSOR | F | \$113,410.00 | \$29,486.60 | SEAS-Comp Sci & IT - Faculty |
| PROFESSOR | F | \$113,846.00 | \$29,599.96 | SBPA-Mgmt Hosp & GS-Faculty  |
| PROFESSOR | F | \$113,846.00 | \$29,599.96 | CAS-Bio Chem & Phys- Faculty |
| PROFESSOR | F | \$115,138.00 | \$29,935.88 | SBPA-Act Fin & Econ-Faculty  |
| PROFESSOR | F | \$115,348.00 | \$29,990.48 | CAS-Eng & Wrld Lang-Faculty  |
| PROFESSOR | F | \$117,226.00 | \$30,478.76 | CAS-Bio Chem & Phys- Faculty |
| PROFESSOR | F | \$118,954.00 | \$30,928.04 | CAS-Bio Chem & Phys- Faculty |
| PROFESSOR | F | \$119,050.00 | \$30,953.00 | SBPA-Mgmt Hosp & GS-Faculty  |
| PROFESSOR | V | \$122,000.00 | \$31,720.00 | CAUSES-PH Ed - Faculty       |
| PROFESSOR | V | \$122,000.00 | \$31,720.00 | CAS-Education - Faculty      |
| PROFESSOR | V | \$122,000.00 | \$31,720.00 | CAS-Education - Faculty      |
| PROFESSOR | V | \$122,000.00 | \$31,720.00 | CAS-Education - Faculty      |
| PROFESSOR | F | \$158,444.90 | \$41,195.67 | DACSL Dean - Faculty         |
| PROFESSOR | F | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty         |
| PROFESSOR | V | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty         |
| PROFESSOR | V | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty         |
| Professor | F | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty         |
| Professor | F | \$158,445.00 | \$41,195.70 | DACSL Dean - Faculty         |
| PROFESSOR | F | \$158,445.42 | \$41,195.81 | DACSL Dean - Faculty         |
| PROFESSOR | F | \$158,445.42 | \$41,195.81 | DACSL Dean - Faculty         |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| PROFESSOR                      | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$158,445.93 | \$41,195.94 | Law School Teaching Serv - Fa  |
| PROFESSOR                      | F | \$158,445.93 | \$41,195.94 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$166,094.71 | \$43,184.62 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$166,094.71 | \$43,184.62 | DACSL Dean - Faculty           |
| PROFESSOR                      | F | \$190,133.88 | \$49,434.81 | DACSL Dean - Faculty           |
| PROFESSOR/CHAIR                | F | \$99,754.00  | \$25,936.04 | CAS-Eng & Wrld Lang-Faculty    |
| PROFESSOR/CHAIR                | F | \$110,359.00 | \$28,693.34 | SEAS-Elec Engin - Faculty      |
| PROFESSOR/CHAIR                | F | \$111,014.00 | \$28,863.64 | SEAS-Civ & Mech Eng-Faculty    |
| PROFESSOR/CHAIR                | F | \$120,753.00 | \$31,395.78 | SBPA-Act Fin & Econ-Faculty    |
| Program Assistant              | F | \$38,793.00  | \$10,086.18 | WFDLL Site Ops - Staff         |
| Program Assistant              | F | \$38,793.00  | \$10,086.18 | WFDLL Site Ops - Staff         |
| Program Associate              | V | \$62,662.00  | \$16,292.12 | CAUSES-Nutr & Diet-Staff       |
| PROGRAM COORDINATOR            | F | \$63,772.00  | \$16,580.72 | WFDLL Site Ops - Staff         |
| PROGRAM COORDINATOR            | F | \$65,977.00  | \$17,154.02 | TRIO & Coll Prog - Staff       |
| Program Coordinator            | F | \$68,184.00  | \$17,727.84 | Title III Office - Staff       |
| PROGRAM COORDINATOR            | F | \$77,009.00  | \$20,022.34 | Title III Office - Staff       |
| Program Coordinator - Healthca | F | \$63,294.00  | \$16,456.44 | WFDLL Site Ops - Staff         |
| Program Coordinator (Faculty)  | V | \$5,000.00   | \$382.50    | CAS-Education - Faculty        |
| Program Coordinator (Faculty)  | F | \$5,000.00   | \$382.50    | CAS Dean - PT Faculty          |
| Program Coordinator (Faculty)  | V | \$5,000.00   | \$382.50    | WFDLL Site Ops - PT Faculty    |
| Program Coordinator (Faculty)  | V | \$5,000.00   | \$382.50    | CAS-Bio Chem & Phys-PT Faculty |
| Program Coordinator (Faculty)  | V | \$5,000.00   | \$382.50    | CAS Dean - PT Faculty          |
| PROGRAM COORDINATOR (VETERAN'S | V | \$57,153.00  | \$14,859.78 | TRIO & Coll Prog - Staff       |
| Program Coordinator College Re | F | \$57,153.00  | \$14,859.78 | Dean of CC AA - Staff          |
| Program Coordinator for Food S | F | \$55,361.00  | \$14,393.86 | CAUSES-Nutr & Diet-Staff       |
| Program Coordinator of Snap Ed | F | \$50,312.00  | \$13,081.12 | CAUSES-Nutr & Diet-Staff       |
| Program Director               | F | \$95,537.00  | \$24,839.62 | CAS-Cntr for Urb Ed-Faculty    |
| Program Director (Faculty)     | V | \$5,000.00   | \$382.50    | CAS-Bio Chem & Phys-PT Faculty |
| Program Director (Faculty)     | V | \$5,000.00   | \$382.50    | President's Office -Staff      |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| Program Monitor                | F | \$53,969.00  | \$14,031.94 | TRIO & Coll Prog - Staff       |
| Program System Specialist      | F | \$109,016.00 | \$28,344.16 | OCFO - UDC                     |
| Proj. Spec. (Community Educato | F | \$74,713.00  | \$19,425.38 | CAUSES-Nutr & Diet-Staff       |
| PROJECT ADVISOR                | V | \$43,581.00  | \$11,331.06 | SBPA Dean-Staff                |
| PROJECT ASSISTANT              | V | \$23,295.00  | \$6,056.70  | CAUSES-Nutr & Diet-Staff       |
| PROJECT ASSISTANT              | V | \$26,980.00  | \$7,014.80  | CAUSES-Nutr & Diet-Staff       |
| PROJECT ASSISTANT              | F | \$28,205.63  | \$7,333.46  | TRIO & Coll Prog - Staff       |
| PROJECT ASSISTANT              | V | \$33,005.00  | \$8,581.30  | Title III Office - Staff       |
| PROJECT ASSISTANT              | V | \$33,005.00  | \$8,581.30  | Title III Office - Staff       |
| PROJECT ASSISTANT              | F | \$36,124.00  | \$9,392.24  | President's Office -Staff      |
| Project Assistant              | F | \$41,596.00  | \$10,814.96 | TRIO & Coll Prog - Staff       |
| PROJECT ASSISTANT              | F | \$50,286.00  | \$13,074.36 | WFDLL Continuing Ed - Staff    |
| Project Assistant              | V | \$52,011.00  | \$13,522.86 | CAUSES Dean -Staff             |
| Project Assistant              | V | \$52,011.00  | \$13,522.86 | CAUSES Dean -Staff             |
| Project Assistant              | F | \$53,960.00  | \$14,029.60 | CAUSES-Cntr Urb Agr-Staff      |
| Project Assistant              | F | \$53,960.00  | \$14,029.60 | CAUSES-ESS - Staff             |
| Project Assistant              | F | \$59,807.00  | \$15,549.82 | CAUSES Dean -Staff             |
| Project Associate              | F | \$62,662.00  | \$16,292.12 | CAUSES - Cntr 4H & YD- Staff   |
| Project Associate              | F | \$69,868.00  | \$18,165.68 | CAUSES-Cntr Urb Agr-Staff      |
| PROJECT ASST                   | V | \$43,581.00  | \$11,331.06 | CAUSES-Nutr & Diet-Staff       |
| Project Asst (Student)         | V | \$29,120.00  | \$2,227.68  | CAS-Education - Students       |
| PROJECT COOR                   | V | \$43,581.00  | \$11,331.06 | CAUSES-Nutr & Diet-Staff       |
| PROJECT COORDINATOR            | V | \$57,153.00  | \$14,859.78 | WFDLL Cntr for WFS - Staff     |
| PROJECT COORDINATOR            | V | \$57,153.00  | \$14,859.78 | WFDLL Cntr for WFS - Staff     |
| PROJECT COORDINATOR            | F | \$59,359.00  | \$15,433.34 | WFDLL Site Ops - Staff         |
| Project Coordinator (ECLI)     | F | \$61,565.00  | \$16,006.90 | Dean of CC AA - Staff          |
| Project Coordinator (Outreach  | V | \$43,581.00  | \$11,331.06 | SBPA-PATHS - Staff             |
| Project Coordinator (Outreach  | F | \$69,868.00  | \$18,165.68 | CAUSES Dean -Staff             |
| Project Manager                | V | \$63,294.00  | \$16,456.44 | CAUSES Dean -Staff             |
| Project Manager                | V | \$75,328.00  | \$19,585.28 | CAS-Bio Chem & Phys- Staff     |
| Project Manager                | V | \$75,328.00  | \$19,585.28 | CAS-Bio Chem & Phys-PT Faculty |
| Project Manager (MARC)         | V | \$63,294.00  | \$16,456.44 | CAS-Bio Chem & Phys-PT Faculty |
| PROJECT MGR                    | F | \$79,476.00  | \$20,663.76 | Dean of CC AA - Staff          |

Attachment #2 - Schedule A

|                                |   |             |             |                               |
|--------------------------------|---|-------------|-------------|-------------------------------|
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | CAUSES-ESS - Staff            |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | CAUSES-ESS - Staff            |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff     |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff     |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-PH Ed - Faculty        |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | SBPA Dean-Staff               |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | CAUSES Dean -Staff            |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | CAUSES Dean -Staff            |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff     |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff     |
| Project Specialist             | V | \$51,977.00 | \$13,514.02 | CAUSES-Cntr Urb Agr-Staff     |
| PROJECT SPECIALIST             | V | \$51,977.00 | \$13,514.02 | SBPA Dean-Staff               |
| PROJECT SPECIALIST             | F | \$57,153.00 | \$14,859.78 | Dean of CC AA - Staff         |
| Project Specialist             | F | \$65,064.00 | \$16,916.64 | CAS-Eng & Wrld Lang- Staff    |
| PROJECT SPECIALIST             | F | \$65,921.00 | \$17,139.46 | CAUSES Dean -Staff            |
| Project Specialist             | F | \$68,229.00 | \$17,739.54 | Provost Office & AA - Staff   |
| PROJECT SPECIALIST             | F | \$69,905.00 | \$18,175.30 | CAUSES Dean - Students        |
| PROJECT SPECIALIST             | F | \$69,905.00 | \$18,175.30 | CAUSES-Cntr Urb Agr-Staff     |
| Project Specialist (CONSTRUCTI | V | \$39,554.00 | \$10,284.04 | CAUSES Dean -Staff            |
| Project Specialist (Green Tech | F | \$69,905.00 | \$18,175.30 | CAUSES Dean -Staff            |
| Project Specialist for Environ | F | \$65,977.00 | \$17,154.02 | CAUSES-ESS - Staff            |
| Project Specialist for Expande | F | \$45,264.00 | \$11,768.64 | CAUSES-Nutr & Diet-Staff      |
| Public Outreach Coordinator    | V | \$38,860.00 | \$10,103.60 | DACSL Dean-Staff              |
| Public Outreach Coordinator    | F | \$61,756.00 | \$16,056.56 | DACSL Dean-Staff              |
| Public Safety Dispatcher I     | F | \$47,859.00 | \$12,443.34 | Security Campus Police - Admi |
| RECORD CENTER COOR             | F | \$56,096.00 | \$14,584.96 | OPIE - Staff                  |
| RECORDS CLERK                  | F | \$31,833.00 | \$8,276.58  | Title III Office - Staff      |
| RECORDS CLERK                  | F | \$31,833.00 | \$8,276.58  | Title III Office - Staff      |
| RECRUIT SPEC BIL               | V | \$74,713.00 | \$19,425.38 | Recruitment & Adm -Staff      |
| Recruiter                      | F | \$63,705.00 | \$16,563.30 | Recruitment & Adm -Staff      |
| Recruiter                      | F | \$63,705.00 | \$16,563.30 | Recruitment & Adm -Staff      |
| Recruitment Specialist         | V | \$52,011.00 | \$13,522.86 | Recruitment & Adm -Staff      |
| Recruitment Specialist         | F | \$65,654.00 | \$17,070.04 | Recruitment & Adm -Staff      |

## Attachment #2 - Schedule A

|                                |   |             |             |                                |
|--------------------------------|---|-------------|-------------|--------------------------------|
| Recruitment Specialist         | F | \$65,654.00 | \$17,070.04 | Recruitment & Adm -Staff       |
| REHABILITATION COUN.           | V | \$74,713.00 | \$19,425.38 | CC Student Achievment-Staff    |
| REHABILITATION COUN.           | F | \$74,713.00 | \$19,425.38 | Couns & Student Dev - Staff    |
| Research Analyst               | F | \$85,184.00 | \$22,147.84 | CEO Comm College- Staff        |
| Research Assessment Analyst    | F | \$70,696.00 | \$18,380.96 | OPIE - Staff                   |
| RESEARCH ASSISTANT             | V | \$26,980.00 | \$7,014.80  | SBPA Dean-Staff                |
| RESEARCH ASSOCIATE             | F | \$65,064.00 | \$16,916.64 | CAUSES Dean -Staff             |
| RESEARCH ASST                  | V | \$31,200.00 | \$8,112.00  | SEAS-Elec Engin - Staff        |
| RESEARCH ASST                  | V | \$31,200.00 | \$8,112.00  | Provost Office & AA - Students |
| Research Asst (Student)        | F | \$15,600.00 | \$1,193.40  | CAS-Math & App Stat-Students   |
| Research Fellow I              | V | \$43,581.00 | \$11,331.06 | SEAS-Civ & Mech Eng-Faculty    |
| Research Fellow II             | F | \$63,929.00 | \$16,621.54 | SEAS-Civ & Mech Eng-Staff      |
| Research Leader (Faculty)      | F | \$5,000.00  | \$382.50    | DACSL Dean - PT Faculty        |
| Research Leader (Faculty)      | F | \$5,000.00  | \$382.50    | DACSL Dean - PT Faculty        |
| Research Leader (Faculty)      | F | \$5,000.00  | \$382.50    | DACSL Dean - PT Faculty        |
| Research Leader (Faculty)      | F | \$5,000.00  | \$382.50    | DACSL Dean - PT Faculty        |
| Research Leader (Faculty)      | F | \$12,000.00 | \$918.00    | DACSL Dean - PT Faculty        |
| Research Leader (Faculty)      | V | \$89,305.00 | \$23,219.30 | CAS Dean - PT Faculty          |
| RESEARCH OFFICER               | V | \$75,328.00 | \$19,585.28 | Title III Office - Staff       |
| Resident Banner Functional Spe | F | \$92,651.00 | \$24,089.26 | Registrar - Staff              |
| RESIDENTIAL LIFE ADVISOR       | F | \$4,080.00  | \$312.12    | Student Affairs - Staff        |
| RESIDENTIAL LIFE ADVISOR       | F | \$15,600.00 | \$1,193.40  | Student Affairs - Students     |
| RESIDENTIAL LIFE ADVISOR       | F | \$15,600.00 | \$1,193.40  | Student Affairs - Students     |
| RESIDENTIAL LIFE ADVISOR       | F | \$15,600.00 | \$1,193.40  | Student Affairs - Students     |
| RESIDENTIAL LIFE ADVISOR       | F | \$15,600.00 | \$1,193.40  | Student Affairs - Students     |
| Safety & Security Specialist   | F | \$63,452.00 | \$16,497.52 | Public Safety - Staff          |
| SCI LAB MGR&CP LAB MGR         | F | \$74,672.00 | \$19,414.72 | CAS-Bio Chem & Phys- Staff     |
| SECRETARY                      | F | \$58,588.00 | \$15,232.88 | SBPA Dean-Staff                |
| SECRETARY                      | F | \$58,588.00 | \$15,232.88 | Student Life - Staff           |
| SECRETARY                      | F | \$58,588.00 | \$15,232.88 | SBPA-Mgmt Hosp & GS-Staff      |
| SECRETARY                      | F | \$60,244.00 | \$15,663.44 | SEAS Dean -Staff               |
| SECRETARY                      | F | \$65,212.00 | \$16,955.12 | SEAS Dean -Staff               |
| SECRETARY                      | F | \$65,212.00 | \$16,955.12 | CAS-PCHD - Staff               |

Attachment #2 - Schedule A

|                                |   |              |             |                              |
|--------------------------------|---|--------------|-------------|------------------------------|
| SECRETARY                      | F | \$65,212.00  | \$16,955.12 | CAS-Bio Chem & Phys- Staff   |
| SECRETARY                      | F | \$65,654.00  | \$17,070.04 | SEAS Dean -Staff             |
| SECRETARY                      | F | \$65,654.00  | \$17,070.04 | CC Division of MITE- Faculty |
| SECRETARY                      | F | \$66,868.00  | \$17,385.68 | CC Division of AHLPS - Staff |
| SECRETARY                      | F | \$66,868.00  | \$17,385.68 | SEAS Dean -Staff             |
| SECRETARY                      | F | \$66,868.00  | \$17,385.68 | Dean of CC AA - Staff        |
| SENIOR ACCOUNTANT              | F | \$110,768.00 | \$28,799.68 | OCFO - UDC                   |
| SENIOR ACCOUNTANT              | V | \$112,341.50 | \$29,208.79 | OCFO - UDC                   |
| Senior Advisor                 | F | \$127,305.00 | \$33,099.30 | President's Office -Staff    |
| SENIOR BUDGET ANALYST          | F | \$113,915.00 | \$29,617.90 | OCFO - UDC                   |
| SENIOR CONTRACT SPEC           | V | \$75,328.00  | \$19,585.28 | Procurement - Staff          |
| SEVIS & Int'l Student Svcs & I | F | \$61,936.00  | \$16,103.36 | Title III Office - Staff     |
| Special Assistant              | F | \$94,951.00  | \$24,687.26 | Couns & Student Dev - Staff  |
| SPECIAL ASSISTANT TO THE PROVO | F | \$72,371.00  | \$18,816.46 | Provost Office & AA - Staff  |
| SPONSORED PROG DIR. & GRANT CO | F | \$108,278.00 | \$28,152.28 | Title III Office - Staff     |
| Sr Program Coordinator         | F | \$29,679.50  | \$7,716.67  | CAUSES Dean -Staff           |
| Sr. Program Coordinator        | V | \$57,153.00  | \$14,859.78 | CAUSES Dean -Staff           |
| Sr. Program Coordinator        | F | \$61,565.00  | \$16,006.90 | CAUSES-Gerontology -Staff    |
| Sr. Program Coordinator        | F | \$68,184.00  | \$17,727.84 | CAUSES - Cntr 4H & YD- Staff |
| Sr. Program Coordinator        | F | \$68,184.00  | \$17,727.84 | CAUSES-Nutr & Diet-Staff     |
| STAFF ASSISTANT                | V | \$39,554.00  | \$10,284.04 | Provost Office & AA - Staff  |
| Staff Assistant                | F | \$51,977.00  | \$13,514.02 | Title III Office - Staff     |
| STAFF ASSISTANT                | F | \$52,011.00  | \$13,522.86 | CAUSES Dean -Staff           |
| STAFF ASSISTANT                | F | \$52,011.00  | \$13,522.86 | Facilities & RE -Staff       |
| STAFF ASSISTANT                | V | \$52,011.00  | \$13,522.86 | CAUSES-Cntr Urb Agr-Staff    |
| STAFF ASSISTANT                | V | \$52,011.00  | \$13,522.86 | CAUSES-Cntr Urb Agr-Staff    |
| STAFF ASSISTANT                | F | \$53,352.00  | \$13,871.52 | CAS Dean - Staff             |
| STAFF ASSISTANT                | F | \$53,960.00  | \$14,029.60 | CAUSES Dean -Staff           |
| STAFF ASSISTANT                | F | \$53,960.00  | \$14,029.60 | CAUSES Dean -Staff           |
| STAFF ASSISTANT                | F | \$53,960.00  | \$14,029.60 | Learning Resources - Staff   |
| Staff Assistant                | F | \$53,969.00  | \$14,031.94 | President's Office -Staff    |
| Staff Assistant                | F | \$53,969.00  | \$14,031.94 | Provost Office & AA - Staff  |
| STAFF ASSISTANT                | F | \$57,858.00  | \$15,043.08 | CAUSES Dean -Staff           |

Attachment #2 - Schedule A

[illegible]

Attachment #2 - Schedule A

[illegible]

Attachment #2 - Schedule A

[illegible]

Attachment #2 - Schedule A

[illegible]

Attachment #2 - Schedule A

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Attachment #2 - Schedule A

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## Attachment #2 - Schedule A

|                                |   |             |             |                                |
|--------------------------------|---|-------------|-------------|--------------------------------|
| Student Worker                 | F | \$15,600.00 | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$15,600.00 | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$15,600.00 | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$15,600.00 | \$1,193.40  | Dean of CC AA- Students        |
| Student Worker                 | F | \$19,760.00 | \$1,511.64  | Financial Aid - Students       |
| Student Worker                 | V | \$24,960.00 | \$1,909.44  | Athletics - Students           |
| Student Worker                 | F | \$24,960.00 | \$1,909.44  | DACSL Dean - Students          |
| Student Worker                 | V | \$24,960.00 | \$1,909.44  | Title III Office - Students    |
| Student Worker                 | V | \$24,960.00 | \$1,909.44  | CAUSES Dean - Students         |
| Student Worker                 | V | \$24,960.00 | \$1,909.44  | Student Life - Staff           |
| Student Worker                 | V | \$31,200.00 | \$2,386.80  | CAS-Bio Chem & Phys- Student   |
| Student Worker                 | V | \$31,200.00 | \$2,386.80  | SEAS-Civ & Mech Eng-PT Faculty |
| Student Worker                 | V | \$31,200.00 | \$2,386.80  | CAS-HPSGS - Faculty            |
| Student Worker                 | V | \$31,200.00 | \$2,386.80  | CAS-PCHD - Students            |
| Student Worker                 | V | \$31,200.00 | \$2,386.80  | Provost Office & AA - Students |
| Student Worker                 | V | \$31,200.00 | \$2,386.80  | President's Office - Students  |
| Student Worker                 | V | \$31,200.00 | \$2,386.80  | CAS-PCHD - PT Faculty          |
| Student Worker                 | V | \$31,200.00 | \$2,386.80  | CAUSES Dean - Students         |
| Supervisory Case Manager (PATH | F | \$78,215.00 | \$20,335.90 | SBPA Dean-Staff                |
| SUPERVISORY INFORMATION TECHNO | F | \$72,596.00 | \$18,874.96 | Learning Resources - Staff     |
| SUPERVISORY POLICE OFFICER SGT | V | \$51,977.00 | \$13,514.02 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | V | \$51,977.00 | \$13,514.02 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | V | \$51,977.00 | \$13,514.02 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | V | \$51,977.00 | \$13,514.02 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | F | \$61,936.00 | \$16,103.36 | Public Safety - Staff          |
| SUPERVISORY POLICE OFFICER SGT | F | \$63,929.00 | \$16,621.54 | Public Safety - Staff          |
| SUPV. POLICE OFF. LIEUT.       | F | \$61,936.00 | \$16,103.36 | Public Safety - Staff          |
| SUPV. POLICE OFF. LIEUT.       | F | \$63,772.00 | \$16,580.72 | Public Safety - Staff          |
| Talent Specialist              | V | \$63,294.00 | \$16,456.44 | CEO Comm College- Staff        |
| Talent Specialist              | V | \$63,294.00 | \$16,456.44 | Human Resources - Staff        |
| TECH DIR BUILDING MGR          | F | \$29,788.07 | \$7,744.90  | Space Reservations - Staff     |
| TECH. SUPP. SPEC.              | F | \$85,344.00 | \$22,189.44 | Law Library - Staff            |
| TELECOM SUPP ASST              | F | \$51,632.00 | \$13,424.32 | Information Technology-Staff   |

Attachment #2 - Schedule A

|                                |   |              |             |                                |
|--------------------------------|---|--------------|-------------|--------------------------------|
| TELEPHONE OPERATOR             | V | \$38,538.00  | \$10,019.88 | Information Technology-Staff   |
| TELEVISION STUDIO PRO A.V. SPE | F | \$74,713.00  | \$19,425.38 | Cable Television - Staff       |
| Title III Budget Analyst       | F | \$72,596.00  | \$18,874.96 | Title III Office - Staff       |
| Title III Program Specialist   | V | \$57,153.00  | \$14,859.78 | Title III Office - Staff       |
| TRAINING SPECIALIST            | V | \$51,977.00  | \$13,514.02 | SBPA Dean-Staff                |
| TRAINING SPECIALIST            | V | \$51,977.00  | \$13,514.02 | SBPA Dean-Staff                |
| TRAINING SPECIALIST            | V | \$51,977.00  | \$13,514.02 | SBPA Dean-Staff                |
| Transportation Assistant (Flee | F | \$68,224.00  | \$17,738.24 | Campus Services - Staff        |
| Tutor Assistant                | F | \$53,352.00  | \$13,871.52 | WFDLL Site Ops - Staff         |
| Tutor Assistant                | F | \$53,352.00  | \$13,871.52 | WFDLL Site Ops - Staff         |
| Tutoring Center Coordinator    | V | \$43,581.00  | \$11,331.06 | CC Student Achievement-Staff   |
| UDC AMBASS. AT LG.& DIP&EXCH   | V | \$100,581.00 | \$26,151.06 | Internat'l Programs- Staff     |
| UNIV REGISTRAR                 | F | \$98,282.00  | \$25,553.32 | Recruitment & Adm -Staff       |
| University Writer/Editor       | V | \$75,328.00  | \$19,585.28 | President's Office -Staff      |
| User Administrator             | F | \$84,361.00  | \$21,933.86 | Information Technology-Staff   |
| Vetting Mgr                    | V | \$64,273.00  | \$16,710.98 | Procurement - Staff            |
| Vice President Advancement     | F | \$153,805.00 | \$39,989.30 | Advancement - Staff            |
| Vice President, Human Resource | F | \$176,221.00 | \$45,817.46 | Human Resources - Staff        |
| VISITING ASSOCIATE PROFESSOR   | V | \$51,238.00  | \$13,321.88 | CAUSES-Nutr & Diet-Faculty     |
| VISITING ASSOCIATE PROFESSOR   | F | \$80,000.00  | \$20,800.00 | CAS-HPSGS - Faculty            |
| VISITING ASSOCIATE PROFESSOR   | F | \$94,000.00  | \$24,440.00 | SBPA-Mrktg & Legal- Faculty    |
| VISITING ASST PROFESSOR        | V | \$41,722.00  | \$10,847.72 | CAUSES-Nutr & Diet-Faculty     |
| VISITING ASST PROFESSOR        | V | \$41,722.00  | \$10,847.72 | Learning Resources -PT Faculty |
| VISITING ASST PROFESSOR        | V | \$41,722.00  | \$10,847.72 | CAS-Eng & Wrld Lang-Faculty    |
| VISITING ASST PROFESSOR        | V | \$41,722.00  | \$10,847.72 | Dean of CC AA- PT Faculty      |
| VISITING ASST PROFESSOR        | F | \$59,223.97  | \$15,398.23 | CC Div Humanities-Faculty      |
| VISITING ASST PROFESSOR        | F | \$62,500.00  | \$16,250.00 | CAS-Education - Faculty        |
| VISITING ASST PROFESSOR        | F | \$65,000.00  | \$16,900.00 | CC Division of AHLPS - Faculty |
| VISITING ASST PROFESSOR        | F | \$65,000.00  | \$16,900.00 | Dean of CC AA- PT Faculty      |
| VISITING ASST PROFESSOR        | F | \$67,901.00  | \$17,654.26 | CAS-CJSSW- Faculty             |
| VISITING ASST PROFESSOR        | F | \$70,500.00  | \$18,330.00 | CAS-Cntr for Urb Ed-Faculty    |
| VISITING ASST PROFESSOR        | F | \$72,500.00  | \$18,850.00 | CAS-Cntr for Urb Ed-Faculty    |
| VISITING ASST PROFESSOR        | F | \$73,061.00  | \$18,995.86 | CAS-PCHD - Faculty             |

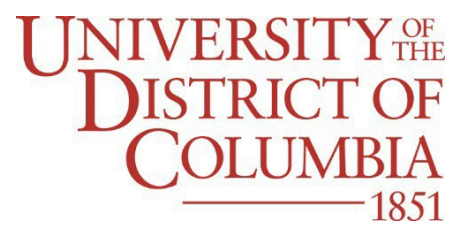
Attachment #2 - Schedule A

|                                 |   |              |             |                                 |
|---------------------------------|---|--------------|-------------|---------------------------------|
| VISITING ASST PROFESSOR         | F | \$75,000.00  | \$19,500.00 | SEAS-Civ & Mech Eng-Faculty     |
| VISITING ASST PROFESSOR         | F | \$75,000.00  | \$19,500.00 | SEAS-Civ & Mech Eng-Faculty     |
| VISITING INSTRUCTOR             | F | \$62,500.00  | \$16,250.00 | CAS-Vis & Perf Arts-Faculty     |
| VISITING INSTRUCTOR             | F | \$93,000.00  | \$24,180.00 | CC Division of MITE- Faculty    |
| VP Facilities & Real Estate     | F | \$165,012.00 | \$42,903.12 | Capital Projects - Staff        |
| VP Information Technology       | F | \$179,957.00 | \$46,788.82 | President's Office -Staff       |
| VP Marketing & Communication    | F | \$176,221.00 | \$45,817.46 | President's Office -Staff       |
| VP Univ. Res.Grđ Stud & Spon. P | F | \$214,456.00 | \$55,758.56 | Provost Office & AA - Staff     |
| Warehouse Manager, Shipping ad  | F | \$59,675.20  | \$15,515.55 | Campus Services - Staff         |
| WAREHOUSE SHP/REC.CLK           | F | \$46,488.00  | \$12,086.88 | Campus Services - Staff         |
| WAREHOUSE SHP/REC.CLK           | F | \$46,488.00  | \$12,086.88 | Campus Services - Staff         |
| WAREHOUSE SHP/REC.CLK           | F | \$52,561.60  | \$13,666.02 | Campus Services - Staff         |
| Web & Digital Manager           | F | \$98,282.00  | \$25,553.32 | President's Office -Staff       |
| Website and Database Administr  | F | \$88,519.00  | \$23,014.94 | Law Library - Staff             |
| WORK STUDY AIDE III             | V | \$494.00     | \$37.79     | Title III Office - Students     |
| WORK STUDY AIDE III             | F | \$9,880.00   | \$755.82    | Title III Office - Students     |
| WORK STUDY AIDE III             | F | \$19,760.00  | \$1,511.64  | CAS Dean - Students             |
| WORK STUDY AIDE III             | V | \$19,760.00  | \$1,511.64  | Recruitment & Adm - Students    |
| WORK STUDY AIDE III             | V | \$19,760.00  | \$1,511.64  | Records Management - Students   |
| WORK STUDY AIDE III             | V | \$19,760.00  | \$1,511.64  | CAS-CJSSW- Students             |
| WORK STUDY AIDE III             | V | \$19,760.00  | \$1,511.64  | President's Office -Staff       |
| WORK STUDY AIDE III             | V | \$19,760.00  | \$1,511.64  | CC Student Achievement-Students |
| WORK STUDY AIDE IV              | V | \$24,960.00  | \$1,909.44  | President's Office -Staff       |
| WORK STUDY AIDE IV              | V | \$24,960.00  | \$1,909.44  | Financial Aid - Students        |
| WRITING CENTER DIRECTOR         | F | \$57,953.00  | \$15,067.78 | Acad Advising & Ret- Staff      |



## ENHANCEMENT REQUESTS

Fiscal Years 2020 – 2022



FISCAL YEAR 2020  
ENHANCEMENT REQUESTS

FY2020 Budget Request

| Enhancement Title                       | Summary Description  | Total amount requested | PS amount requested | NPS amount requested | FTEs Requested | FY21        | FY22        | FY23        | Agency's priority ranking of this enhancement |
|---|--|------------------------|---------------------|----------------------|----------------|-------------|-------------|-------------|---|
| CBA Funding Initiative                  | Funds to create competitive compensation for employee in Collective Bargaining Units     | \$4,000,000            | \$4,000,000         |                      |                | \$4,120,000 | \$4,243,600 | \$4,370,908 | 1 of 8  |
| Personnel Services Alignment Initiative | Funds to create competitive compensation across all employee groups                      | \$2,800,000            | \$2,800,000         |                      |                | \$2,884,000 | \$2,970,520 | \$3,059,636 | 2 of 8  |
| IT Infrastructure Initiative            | Convert one-time funding to recurring for investment in IT infrastructure and personnel. | \$4,700,000            | \$1,500,000         | \$3,200,000          | 20             | \$4,745,000 | \$4,790,000 | \$4,835,000 | 3 of 8  |
| Impact of Capital Projects Initiative   | Funds to pay operational needs resulting from capital projects                           | \$2,300,000            |                     | \$2,300,000          |                | \$3,096,000 | \$3,192,000 | \$3,538,000 | 4 of 8  |
| Human Capital Capacity Initiative       | Funds to address critical hiring needs across the campus for the Equity Imperative       | \$3,700,000            | \$3,700,000         |                      | 49             | \$3,811,000 | \$3,925,330 | \$4,906,663 | 5 of 8  |
| Workforce Program Initiative            | Funds to expand workforce programs   | \$2,500,000            | \$1,500,000         | \$1,000,000          | 20             | \$2,545,000 | \$2,590,000 | \$2,635,000 | 6 of 8  |
| Land Grant Initiative                   | Increase investment in land activities, to match federal funding available               | \$2,000,000            | \$1,000,000         | \$1,000,000          | 13             | \$2,030,000 | \$2,110,000 | \$2,140,000 | 7 of 8  |
| Academic Program Initiative             | Funds to cover critical NPS needs for academic programs                                  | \$350,000              |                     | \$350,000            |                | \$367,500   | \$385,875   | \$405,169   | 8 of 8  |
| <b>Total</b>                            |  | <b>\$22,350,000</b>    |                     |                      | <b>102</b>     |             |             |             |   |

## I. Request Snapshot

Agency Name: University of the District of Columbia

Agency Code: GF0

Enhancement title: CBA Funding Initiative

This request is priority # 1 out of 8 for this agency.

Agency Point of Contact: Troy Stovall

Date: November 16, 2018

What is the amount of Local funds requested?

Total Funds: **\$4,000,000**

Personal Services (PS) Funds: \$4,000,000

Non-Personal Services (NPS) Funds:

FTEs: Zero, no additional FTE's required, this funding will address salary for member of CBA group.

What type of cost will this enhancement be? (select one)

One-time      /      Partially recurring      /      **Recurring**

If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?

FY 2021: \$4,120,000

FY 2022: \$4,243,600

FY 2023: \$4,370,908

Summary: The enhancement request will provide funding to address compensation issues with University's Collective Bargaining Units.

## I. Request Snapshot

Agency Name: University of the District of Columbia

Agency Code: GF0

Enhancement title: Personnel Services Alignment Initiative

This request is priority # 2 out of 8 for this agency.

Agency Point of Contact: Troy Stovall

Date: November 16, 2018

What is the amount of Local funds requested?

Total Funds: **\$2,800,000**

Personal Services (PS) Funds: \$2,800,000

Non-Personal Services (NPS) Funds:

FTEs: Zero, no additional FTE's required, this funding will address salary for member of CBA group.

What type of cost will this enhancement be? (select one)

One-time      /      Partially recurring      /      **Recurring**

If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?

FY 2021: \$2,884,000

FY 2022: \$2,970,520

FY 2023: \$3,059,636

Summary: Funds to create differentiated and market competitive compensation for various employee groups at the University. Market based compensation will improve retention and morale and ultimately increased service to all students. The ability to offer differentiated pay provides the University with the opportunity to adjust salaries for hard to fill positions so they reflect the market reality

## I. Request Snapshot

Agency Name: University of the District of Columbia  
Agency Code: GF0

Enhancement title: Convert one-time funding to recurring for investment in IT infrastructure and personnel.

This request is priority # 3 out of 8 for this agency.

Agency Point of Contact: Troy Stovall

Date: November 16, 2018

What is the amount of Local funds requested?

Total Funds: **\$4,700,000**

Personal Services (PS) Funds: \$1,500,000

Non-Personal Services (NPS) Funds: \$3,200,000

FTEs: 20

What type of cost will this enhancement be? (select one)

One-time / Partially recurring / **Recurring**

If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?

FY 2021: \$4,745,000

FY 2022: \$4,790,000

FY 2023: \$4,906,603

Summary: This enhancement request will convert one-time funding (FY19) to recurring for investment in IT infrastructure and personnel. The University will be able to provide improved and more efficient IT services to students, faculty and staff. Working toward the *Equity Imperative*. The enhancement will allow the University to have the staff and IT infrastructure to raise the graduation rate incrementally over 4 years to 43% from 17%:

- Ensure the availability of faculty to enable on-time graduation and lower student debt
- Have a student success technology and system to ensure the retention and graduation of UDC students to become District taxpayers;
- Increase academic offerings to meet the evolving and growing needs of the District economy;
- Raises skill and productivity levels of faculty & staff;
- Have available, flexible & responsive tech systems & infrastructure;
- Develop business processes requiring minimal to no human intervention;
- Develop and support a market-based compensation
- Become an "Employer of choice"

I. Request Snapshot

Agency Name: University of the District of Columbia  
Agency Code: GF0

Enhancement title: Impact of Capital Projects Initiative  
This request is priority # 4 out of 8 for this agency.  
Agency Point of Contact: Troy Stovall  
Date: November 16, 2018

What is the amount of Local funds requested?  
Total Funds: **\$2,300,000**  
Personal Services (PS) Funds:  
Non-Personal Services (NPS) Funds: \$2,300,000  
FTEs: Zero

What type of cost will this enhancement be? (select one)  
One-time      /      Partially recurring      /      **Recurring**

If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?

FY 2021: \$3,096,000  
FY 2022: \$3,192,000  
FY 2023: \$3,538,000

Summary: The enhancement will increase the University's facilities operating budget to address raising maintenance cost related to 50-year-old physical plant. The University has received capital investment from the District however; the needs are still outpacing the investment. This is reflected in the University's capital budget request of \$677 million.

## I. Request Snapshot

Agency Name: University of the District of Columbia  
Agency Code: GF0

Enhancement title: Human Capital Capacity Initiative  
This request is priority # 5 out of 8 for this agency.  
Agency Point of Contact: Troy Stovall  
Date: November 16, 2018

What is the amount of Local funds requested?

Total Funds: **\$3,700,000**

Personal Services (PS) Funds: \$3,700,000

Non-Personal Services (NPS) Funds:

FTEs: 49

What type of cost will this enhancement be? (select one)

One-time      /      Partially recurring      /      **Recurring**

If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?

FY 2021: \$3,811,000

FY 2022: \$3,925,330

FY 2023: \$4,906,663

Summary: Funds to address critical new hiring requirements across the University. The new hires will support meeting the goals of the *Equity Imperative* - to create viable solutions to urban challenges, train and support an exemplary workforce, and to create transformative and ethical leaders who ultimately will improve access to economic opportunity for all.

## I. Request Snapshot

Agency Name: University of the District of Columbia  
Agency Code: GF0

Enhancement title: Workforce Program Expansion Initiative  
This request is priority # 6 out of 8 for this agency.  
Agency Point of Contact: Troy Stovall  
Date: November 16, 2018

What is the amount of Local funds requested?  
Total Funds: **\$2,500,000**  
Personal Services (PS) Funds: \$1,500,000  
Non-Personal Services (NPS) Funds: \$1,000,000  
FTEs: 20

What type of cost will this enhancement be? (select one)  
One-time       /       Partially recurring       /       **Recurring**

If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?

FY 2021: \$2,545,000  
FY 2022: \$2,590,000  
FY 2023: \$2,635,000

Summary: The enhancement request will provide funding to expand workforce programs across all wards of the District of Columbia. Increase workforce-training capacity to the citizens of District. The enhancement will allow the University to have the staff, physical plant, support processes and infrastructure to increase the delivery of services and the completion of workforce training programs.

- Have a student success technology and system to ensure the retention and completion of UDC workforce students to become District taxpayers;
- Increase academic offerings to meet the evolving and growing needs of the District economy;
- Raises skill and productivity levels of faculty & staff;
- Develop business processes requiring minimal to no human intervention.

## I. Request Snapshot

Agency Name: University of the District of Columbia  
Agency Code: GF0

Enhancement title: Land-Grant Initiative  
This request is priority # 7 out of 8 for this agency.  
Agency Point of Contact: Troy Stovall  
Date: November 16, 2018

What is the amount of Local funds requested?  
Total Funds: **\$2,000,000**  
Personal Services (PS) Funds: \$1,000,000  
Non-Personal Services (NPS) Funds: \$1,000,000  
FTEs: 13

What type of cost will this enhancement be? (select one)  
One-time      /      Partially recurring      /      **Recurring**

If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?

FY 2021: \$2,030,000  
FY 2022: \$2,110,000  
FY 2023: \$2,140,000

Summary: Investment required by the university to increase land grant funding opportunity with the federal government. This will allow the university to expand land grant initiatives across the district by maximizing the match opportunity provided Federal land grant program. Providing dedicated funds for Land Grant will align the District with other state Land Grants with dedicated funding. Specifically, this enhancement will address food desert challenges across the district and increase sustainable driven initiatives.

## I. Request Snapshot

Agency Name: University of the District of Columbia  
Agency Code: GF0

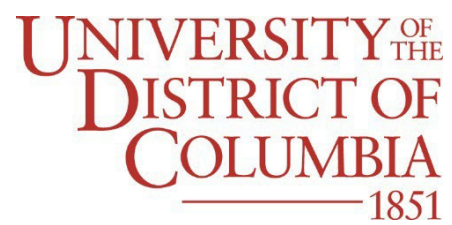
Enhancement title: Academic Program Initiative  
This request is priority #\_8\_ out of \_8\_ for this agency.  
Agency Point of Contact: Troy Stovall  
Date: November 16, 2018

What is the amount of Local funds requested?  
Total Funds: \$350,000 Personal Services (PS) Funds:  
Non-Personal Services (NPS) Funds: \$350,000  
FTEs: Zero  
What type of cost will this enhancement be? (select one)  
One-time / Partially recurring / Recurring

If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?

FY 2021: \$367,500  
FY 2022: \$385,875  
FY 2023: \$405,169

Summary: This enhancement will provided funding the cover critical NPS needs for academic programs. The result will allow the University meets accreditation requirements and maintain accreditation.



FISCAL YEAR 2021  
ENHANCEMENT REQUESTS

I. Enhancement Request Snapshot

**Agency Name:** The University of the District of Columbia

**Agency Code:** GG0

**Enhancement title:** Facilities Initiative

**This request is priority #\_1\_ out of \_5\_ for this agency.**

**Agency Point of Contact:** Troy LeMaile-Stovall

**Date:**

**What is the amount of Local funds requested?**

| Personal Services (PS) Funds | Non-Personal Services (NPS) Funds | Total Funds |
|------------------------------|-----------------------------------|-------------|
| \$768,000                    | \$1,732,000                       | \$2,500,000 |

**Number of new FTEs requested:** 13

**What type of cost will this enhancement be? (select one)**

One-time / Partially recurring / Recurring

**If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?**

| FY 2022   | FY 2023   | FY 2024   |
|-----------|-----------|-----------|
| \$500,000 | \$500,000 | \$500,000 |

**Summary:**

This enhancement will increase the University's facilities operating budget to help meet rising maintenance costs related to our 50-year-old physical plant. The expected impact will provide UDC the ability to attempt to maintain an environment that is minimally conducive for teaching and learning, until the required capital investments are realized.

**Please detail here or in an attached spreadsheet what the requested funds would purchase (personnel, equipment, contracts, etc.). For each proposed FTE, list the proposed grade and position type/title.**

Superintendent Boiler Operator Grade 7(1-FTE)

Boiler Plant Operator Lead Grade 11 (1-FTE)

Maintenance Mechanic Grade 11 (11-FTE's)

Day-to-Day Service Contracts (janitorial, HVAC, elevator maintenance/repairs, etc.)

I. Enhancement Request Snapshot

**Agency Name:** The University of the District of Columbia

**Agency Code:** GG0

**Enhancement title:** Personnel Services Initiative

**This request is priority #** 2 **out of** 5 **for this agency.**

**Agency Point of Contact:** Troy LeMaile- Stovall

**Date:** November 8, 2019

**What is the amount of Local funds requested?**

| Personal Services (PS)<br>Funds | Non-Personal Services<br>(NPS) Funds | Total Funds |
|---------------------------------|--------------------------------------|-------------|
| \$2,200,000                     |                                      | \$2,200,000 |

**Number of new FTEs requested:** 6

**What type of cost will this enhancement be? (select one)**

One-time / Partially recurring / **Recurring**

**If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?**

| FY 2022   | FY 2023     | FY 2024   |
|-----------|-------------|-----------|
| \$400,000 | \$1,825,000 | \$450,000 |

**Please summarize this enhancement in two sentences, where the first sentence tells us what the enhancement is, and the second sentence tells us what the expected impact of the enhancement would be:**

Investing in human capital is the most significant component of achieving the *Equity Imperative* and completing the pathway to the middle class. The University needs to focus on two areas: 1) providing competitive compensation for faculty and staff, and 2) acquiring, retaining and developing the talent needed to move the University forward. The University requires an infusion of innovative, talented individuals who are critical thinkers, risk takers and innovators who will support the transformation to becoming a Public Higher Education Model of Urban Student Success. Research demonstrates that salaries alone do not motivate employee performance, however, salary issues are an absolute demotivator. Therefore, adopting market-based differentiated pay would attract critical talent, improve retention and, ultimately, support advanced teaching and learning of students.

**Please detail here or in an attached spreadsheet what the requested funds would purchase (personnel, equipment, contracts, etc.). For each proposed FTE, list the proposed grade and position type/title.**

Vice President of Marketing Grade 1, Step 1

Cost of Living Adjustment (COLA) for non-union employee \$1.4M.

Market Adjustment \$460,000

I. Enhancement Request Snapshot

**Agency Name:** The University of the District of Columbia (UDC)

**Agency Code:** GG0

**Enhancement title:** Academic Pathways

**This request is priority #\_3\_ out of \_5\_ for this agency.**

**Agency Point of Contact:** Troy LeMaile-Stovall

**Date:** November 8, 2019

**What is the amount of Local funds requested?**

| Personal Services (PS)<br>Funds | Non-Personal Services<br>(NPS) Funds | Total Funds        |
|---------------------------------|--------------------------------------|--------------------|
| \$1,346,500                     | \$153,500                            | <b>\$1,500,000</b> |

**Number of new FTEs requested:**

**What type of cost will this enhancement be? (select one)**

One-time / Partially recurring / **Recurring**

**If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?**

| FY 2022     | FY 2023     | FY 2024     |
|-------------|-------------|-------------|
| \$2,902,667 | \$4,305,334 | \$5,708,000 |

**Please summarize this enhancement in two sentences, where the first sentence tells us what the enhancement is, and the second sentence tells us what the expected impact of the enhancement would be:**

UDC will develop three structured guided pathways – teaching, STEM/IT, and healthcare – to ensure that we are providing relevant and distinctive academic programs. These programs are designed to meet the workforce needs of the District and the region.

**Please detail here or in an attached spreadsheet what the requested funds would purchase (personnel, equipment, contracts, etc.). For each proposed FTE, list the proposed grade and position type/title.**

Faculty Positions (7-FTEs) – Range in rank from Instructor to Associate Professor

Initial equipment purchases for labs

I. Enhancement Request Snapshot

**Agency Name:** The University of the District of Columbia

**Agency Code:** GG0

**Enhancement title:** IT Infrastructure Initiative

**This request is priority #\_4\_ out of \_5\_ for this agency.**

**Agency Point of Contact:** Troy LeMaile-Stovall

**Date:** November 8, 2019

**What is the amount of Local funds requested?**

| Personal Services (PS) Funds | Non-Personal Services (NPS) Funds | Total Funds |
|------------------------------|-----------------------------------|-------------|
|                              | \$1,500,000                       | \$1,500,000 |

**Number of new FTEs requested:**

**What type of cost will this enhancement be? (select one)**

**One-time** Partially recurring / Recurring

**If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?**

| FY 2022 | FY 2023 | FY 2024 |
|---------|---------|---------|
|         |         |         |

**Please summarize this enhancement in two sentences, where the first sentence tells us what the enhancement is, and the second sentence tells us what the expected impact of the enhancement would be:**

Ensure the District's two-year \$9.4M IT investment is properly supported, with the necessary funds for the yearly licensing fees required to support the new infrastructure. The new infrastructure has led to significant increases in speed for wired and wireless access, increased security to limit breaches, and an uptime for primary applications approaching 99.99%.

**Please detail here or in an attached spreadsheet what the requested funds would purchase (personnel, equipment, contracts, etc.). For each proposed FTE, list the proposed grade and position type/title.**

The request would fund contract and equipment purchases - Cisco refresh (\$500,000), Xerox upgrade (\$410,000), Ellucian cloud (BANNER) support (\$500,000) and Intra District MOU with OCTO (\$90,000).

I. Enhancement Request Snapshot

**Agency Name:** The University of the District of Columbia

**Agency Code:** GG0

**Enhancement title:** NEA Faculty COLA Initiative

**This request is priority #\_5\_ out of \_5\_ for this agency.**

**Agency Point of Contact:** Troy LeMaile- Stovall

**Date:** December 9, 2019

**What is the amount of Local funds requested?**

| Personal Services (PS) Funds | Non-Personal Services (NPS) Funds | Total Funds |
|------------------------------|-----------------------------------|-------------|
| \$1,503,037                  |                                   | \$1,503,037 |

**Number of new FTEs requested:** 0

**What type of cost will this enhancement be? (select one)**

One-time / **Partially recurring** / Recurring

**If it is a recurring, or partially recurring cost, what do you estimate to be the costs in each of the following years?**

| FY 2022   | FY 2023   | FY 2024   |
|-----------|-----------|-----------|
| \$981,133 | \$981,133 | \$981,133 |

**Please summarize this enhancement in two sentences, where the first sentence tells us what the enhancement is, and the second sentence tells us what the expected impact of the enhancement would be:**

In December 2019, the University successfully completed collective bargaining for faculty members represented by the Faculty Association (FA), National Education Association (NEA) for contract years FY16-22. The agreement requires the university administration to request funding from the City for a 3% COLA and a one-time payment for selected faculty in FY21. The university has identified funding to address the FY16-20 commitments in the new agreement.

**Please detail here or in an attached spreadsheet what the requested funds would purchase (personnel, equipment, contracts, etc.). For each proposed FTE, list the proposed grade and position type/title.**

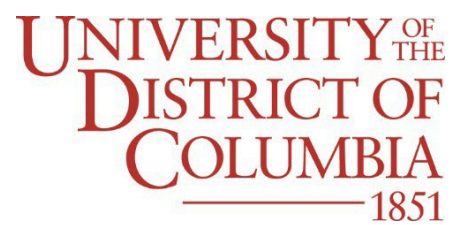
See next page.

**FY '20 vs FY'16**

| Fiscal Year     | Cost Type                        | Description   | Faculty Type           | Estimated Cost | Benefit Factor Cost |                     | Total Cost By Faculty Type | Total Cost By Cost Type | Total Cost By Fiscal Year Category |
|-----------------|----------------------------------|---|------------------------|----------------|---------------------|---------------------|----------------------------|-------------------------|------------------------------------|
|                 |                                  |   |                        |                | Benefit Factor      | Benefit Factor Cost |                            |                         |                                    |
| FY '16 - FY '20 | Non-recurring<br>(If Applicable) | FY 2020 One-time Lump Sum Payment   | Chairs (Excl Vac)      | \$103,609      | 7.65%               | \$7,926             | \$111,535                  | \$1,043,808             | \$3,414,268                        |
|                 |                                  |   | Vacancies - Chair      | \$0            | 7.65%               | \$0                 | \$0                        |                         |                                    |
|                 |                                  | Sum of 2% COLAs (FY 2016 - FY 2019)   | Vacancies - All Others | \$0            | 7.65%               | \$0                 | \$0                        |                         |                                    |
|                 |                                  | All Other Faculty   | \$866,022              | 7.65%          | \$66,251            | \$932,273           |                            |                         |                                    |
|                 | Recurring<br>(If Applicable)     | Base Salary Increases   | Chairs (Excl Vac)      | \$147,707      | 28.0%               | \$41,358            | \$189,065                  | \$2,370,460             |                                    |
|                 |                                  | • FY '16 to FY '20: 2% COLAs<br>• FY '20 Below Minimum Adjustment   | Vacancies - Chair      | \$0            | 28.0%               | \$0                 | \$0                        |                         |                                    |
|                 |                                  | • Note: All COLAs prorated for partial year hires<br>• Note: Promotion Budget \$168k + 3%<br>• Note: FY '20 Below Minimum Adjustment for Budgeted Vacancy positions if Applicable | Vacancies - All Others | \$107,938      | 28.0%               | \$30,223            | \$138,161                  |                         |                                    |
|                 |                                  | All Other Faculty   | \$1,423,237            | 28.0%          | \$398,506           | \$1,821,743         |                            |                         |                                    |
|                 |                                  | Promotions  | \$173,040              | 28.0%          | \$48,451            | \$221,491           |                            |                         |                                    |

**FY '21 vs FY '20**

| Fiscal Year | Cost Type                        | Description   | Faculty Type            | Estimated Cost | Benefit Factor Cost |                     | Total Cost By Faculty Type | Total Cost By Cost Type | Total Cost By Fiscal Year Category |
|-------------|----------------------------------|---|-------------------------|----------------|---------------------|---------------------|----------------------------|-------------------------|------------------------------------|
|             |                                  |   |                         |                | Benefit Factor      | Benefit Factor Cost |                            |                         |                                    |
| FY '21      | Non-recurring<br>(If Applicable) | FY 2021 One-time Lump Sum Payment   | Chairs (Excl Vacancies) | \$51,805       | 7.65%               | \$3,963             | \$55,768                   | \$521,904               | \$1,503,037                        |
|             |                                  | 1/2 of 2% COLAs (FY 2016 - FY 2019)<br>Note: FY 2021 One-time Lump Sum payment subject to DC Council's Appropriation & Approval   | Vacancies - Chairs      | \$0            | 7.65%               | \$0                 | \$0                        |                         |                                    |
|             |                                  |   | Vacancies - All Others  | \$0            | 7.65%               | \$0                 | \$0                        |                         |                                    |
|             |                                  |   | All Other Faculty       | \$433,011      | 7.65%               | \$33,125            | \$466,136                  |                         |                                    |
|             | Recurring<br>(If Applicable)     | Base Salary Increases   | Chairs (Excl Vacancies) | \$45,421       | 28.0%               | \$12,718            | \$58,139                   | \$981,133               |                                    |
|             |                                  | • FY 2021 3% COLA<br><br>• 3% Increase for Budgeted Vacancy Positions<br>• Note: Promotion Budget \$173,040 + 3%<br>• Note: FY '21 Below Min Adj for Budgeted Vacancy positions<br>• Note: FY 2021 3% COLA subject to DC Council's Appropriation & Approval | Vacancies - Chairs      | \$4,606        | 28.0%               | \$1,290             | \$5,896                    |                         |                                    |
|             |                                  |   | Vacancies - All Others  | \$79,728       | 28.0%               | \$22,324            | \$102,052                  |                         |                                    |
|             |                                  |   | All Other Faculty       | \$458,524      | 28.0%               | \$128,387           | \$586,910                  |                         |                                    |
|             |                                  |   | Promotions              | \$178,231      | 28.0%               | \$49,905            | \$228,136                  |                         |                                    |
|             |                                  |   |                         |                |                     |                     |                            |                         |                                    |



FISCAL YEAR 2022  
ENHANCEMENT REQUESTS

## Form 2 Summary: FY 2022 Enhancement Requests & Offsetting Reductions

FY 2022 Agency Budget Submission



### AGENCY INFORMATION

|                         |  |
|-------------------------|--|
| Agency Code             | GG0  |
| Agency Name             | University of the District of Columbia Subsidy Account |
| Agency Point of Contact | David Franklin   |
| Agency POC Email        | david.franklin@udc.edu                                 |
| Agency POC Phone        | (202) 274-6912   |

**AGENCIES:** Please complete this form to provide a summary view of all enhancement requests submitted by your agency, as well as offsetting reductions for any requests to expand existing high-performing programs or to launch completely new programs or initiatives. Remember to complete a separate Form 2 (Detail) for each enhancement request. **Sort the table below by the agency's priority ranking of enhancements. Insert additional lines as necessary. For recurring enhancements and/or reductions, please note out-year costs. If in doubt, use a multiplier of 1.75%.**

### ENHANCEMENT REQUESTS

| Enhancement Title   | Enhancement Type<br>As indicated on Form 2          | Summary Description<br>In the first sentence, describe the enhancement.<br>In the second, describe the likely impact  | Total<br>amount<br>requested | PS<br>amount<br>requested | NPS<br>amount<br>requested | # of<br>FTEs<br>requested | FY22      | FY23      | FY24      | Agency<br>Priority |
|---|---|---|------------------------------|---------------------------|----------------------------|---------------------------|-----------|-----------|-----------|--------------------|
| 1: To Know, To Grow, To Learn: Building DC's Future Teachers' Capital                     | D. Expand high-performing existing program/activity | UDC will design a teacher preparation program to recruit, develop, and retain urban school teachers in Math, Science, and English Language Arts who are currently DCPS/DCPCS students or paraprofessionals who are connected to a school or community, but may not have considered teaching or who need (or want) additional support to enter the profession from early childhood to secondary schools.<br>UDC will create a pipeline to support the community's African American and Latino residents to become certified teachers in DC public and charter schools, to improve the educational outcomes for students and viable career opportunities for District residents at an affordable cost.  | \$500,000                    | \$408,000                 | \$92,000                   | 4.0                       | \$500,000 | \$420,240 | \$432,847 | 1 of 4             |
| 2: Affordable Learning, Increased Earnings: Building a Skilled, Diverse Nursing Workforce | D. Expand high-performing existing program/activity | Enhancement funds for software, equipment, and staff will help UDC build a skilled, diverse nursing workforce through its reinvigorated accredited nursing programs at the Associate's and Bachelor's levels, providing affordable, convenient high-quality nursing education and clinical experiences for 40 additional licensed registered nurses per cohort to work and serve in the District's healthcare facilities, public agencies, schools, and communities. The District's nursing shortage has drastically increased as a result of the COVID-19 pandemic. Enhancing UDC's accredited nursing programs will better equip the District to meet the healthcare needs of residents, as well as create an affordable, convenient, high-quality higher education option to train licensed registered nurses from underrepresented African American and Latino residents who will fill higher-income in-demand jobs and grow the District's middle-class. | \$500,000                    | \$306,000                 | \$194,000                  | 3.0                       | \$500,000 | \$315,180 | \$324,635 | 2 of 4             |
| 3: Building a Skilled, Technical Workforce: Broadening Participation in STEM/IT           | D. Expand high-performing existing program/activity | To grow UDC's emerging and successful STEM/IT programs to increase the number of women and people of color entering high-demand STEM/IT jobs by 100 per cohort by funding three staff, materials, and software.<br>The enhancement will provide a significant local response to increasing underrepresented minorities in accredited STEM/IT disciplines who are being trained as the next generation of skilled and technical workforce professionals in the District and DMV region.  | \$500,000                    | \$396,000                 | \$104,000                  | 3.0                       | \$500,000 | \$407,880 | \$420,116 | 3 of 4             |

| Enhancement Title                   | Enhancement Type<br>As indicated on Form 2          | Summary Description<br>In the first sentence, describe the enhancement.<br>In the second, describe the likely impact   | Total<br>amount<br>requested | PS<br>amount<br>requested | NPS<br>amount<br>requested | # of<br>FTEs<br>requested | FY22        | FY23        | FY24        | Agency<br>Priority |
|-------------------------------------|---|--|------------------------------|---------------------------|----------------------------|---------------------------|-------------|-------------|-------------|--------------------|
| 4: Workforce Preparation & Training | D. Expand high-performing existing program/activity | UDC must have the capability to provide onsite credential and assessment testing as well as a range of technologically-enhanced skills development, support services, badging, and stackable credentials aligned with in-demand employment opportunities, career and education pathways for District residents with limited levels of educational attainment.<br>Onsite credential and assessment testing along with technology-enabled software, equipment, and support services will have a dramatic impact on UDC's Workforce Development unit to: 1) track District residents who are seeking demand-driven skills attainment and educational pathways, 2) report success data on job placements and employer partnerships, and 3) align, coordinate, and integrate UDC's Workforce Development programs and services with the Workforce Investment Council and other District partners. | \$300,000                    | \$128,000                 | \$172,000                  | 1.0                       | \$300,000   | \$131,840   | \$135,795   | 1 of 4             |
|                                     |   |  |                              |                           |                            |                           |             |             |             |                    |
|                                     |   |  | \$1,800,000                  | \$1,238,000               | \$562,000                  | 11.0                      | \$1,800,000 | \$1,275,140 | \$1,313,394 |                    |

#### OFFSETTING REDUCTIONS

| Reduction Title | Corresponding Enhancement<br>As shown above | Description & Impact Details<br>Describe this reduction and the expected operational impacts, including any notable impact on District residents and/or agency KPIs. | Total<br>amount<br>reduced | PS<br>amount<br>reduced | NPS<br>amount<br>reduced | # of<br>FTEs<br>reduced | FY22 | FY23 | FY24 |
|-----------------|---|--|----------------------------|-------------------------|--------------------------|-------------------------|------|------|------|
|                 |   |  | \$0                        |                         |                          |                         | \$0  | \$0  | \$0  |
|                 |   |  | \$0                        |                         |                          |                         | \$0  | \$0  | \$0  |
|                 |   |  | \$0                        |                         |                          |                         | \$0  | \$0  | \$0  |
|                 |   |  | \$0                        |                         |                          |                         | \$0  | \$0  | \$0  |
|                 |   |  | \$0                        |                         |                          |                         | \$0  | \$0  | \$0  |
|                 |   |  | \$0                        |                         |                          |                         | \$0  | \$0  | \$0  |
|                 |   |  | \$0                        | \$0                     | \$0                      | 0.0                     | \$0  | \$0  | \$0  |

## Form 2: Operating Budget Enhancement Requests

### FY 2022 Agency Budget Submission

Complete a separate Form 2 for each enhancement request in your submission.



#### SECTION I. OVERVIEW

Required for ALL requests

ENHANCEMENT TITLE\*

## TO KNOW, TO GROW, TO LEARN: BUILDING DC'S FUTURE TEACHERS' CAPITAL

ENHANCEMENT PRIORITY\*

1 OUT OF 4

AGENCY\*

The University of the District of Columbia (UDC)

AGENCY CODE\*

GG0

AGENCY POINT OF CONTACT\*

David Franklin

POINT OF CONTACT EMAIL\*

david.franklin@udc.edu

#### REQUEST TYPE\*

Mark the one request type that best describes this enhancement. No type is preferred over any other, but the questions in Section II: Rationale differ by type.

☐ A. Restore previous budget reduction/one-time funding

☐ B. Increased cost to maintain existing program/activity

☐ C. Operational improvement with strong business case

☒ D. Expand high-performing existing program/activity

☐ E. Completely new program/activity with highly likely or proven positive outcomes for District residents

For these request types, complete Sections I and II only

For these request types, complete Sections I through V

#### FUNDING REQUEST\*

Enter amount of Local Funds requested and indicate whether funds are one-time or recurring.

| FY 2022 PERSONAL SERVICES (PS) | FY 2022 NON-PERSONAL SERVICES (NPS) | FY 2022 TOTAL REQUEST AMOUNT |
|--------------------------------|-------------------------------------|------------------------------|
| \$0                            | \$0                                 | \$500,000                    |

☐ ONE-TIME ☐ PARTIALLY RECURRING ☒ RECURRING

#### FUTURE COSTS\*

If recurring, enter estimated costs over the life of the Financial Plan.

| TOTAL FY 2023 | TOTAL FY 2024 | TOTAL FY 2025 |
|---------------|---------------|---------------|
| \$420,240     | \$432,847     | \$445,833     |

#### ENHANCEMENT SUMMARY\*

In one sentence, tell us what this enhancement is.

UDC will design a teacher preparation program to recruit, develop, and retain urban school teachers in Math, Science, and English Language Arts who are currently DCPS/DCPCS students or paraprofessionals who are connected to a school or community, but may not have considered teaching or who need (or want) additional support to enter the profession from early childhood to secondary schools.

#### ENHANCEMENT IMPACT\*

In one sentence, tell us what the expected positive

UDC will create a pipeline to support the community's African American and Latino residents to become certified teachers in DC public and charter schools, to improve the

**AGENCIES:** Please use Form 2 to provide additional details about enhancement requests in your FY 2022 budget submission. This information is an important part of the decision-making process. Well thought-out and reasoned requests are much more likely to receive favorable consideration.

#### FY 2022 Enhancements

As always, we eagerly invite fresh, innovative, evidence-based ideas for improving the quality or efficiency of city services. This is especially true as we face unprecedented challenges resulting from the COVID-19 pandemic.

At the same time, we face significant resource constraints that will drastically limit our ability to fund new initiatives in the FY 2022 budget. Therefore, we are seeking your help in identifying thoughtful, viable cost-saving measures that will afford us the opportunity to continue improving the services we provide to our community.

**Enhancement requests to expand existing programs or activities, or to start completely new programs or activities should include in Section III a budget reduction that offsets the amount of the request in whole or in significant part. Offsetting reductions should be in addition to reductions to meet the agency's MARC. Requests accompanied by viable cost-saving options are much more likely to receive favorable consideration.**

#### REQUIRED SECTIONS

- Sections I and II are required for ALL requests.
- Sections I-V are required for Type D and Type E requests.

**Please remember to submit the Form 2 Summary spreadsheet along with the separate Form 2s for each enhancement by your agency's submission deadline.**

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



### SECTION I. OVERVIEW (continued)

Required for ALL requests

impact is on District residents or government operations.

educational outcomes for students and viable career opportunities for District residents at an affordable cost.

### SPENDING & STAFFING PLAN\*

List below, or in an attached spreadsheet, what the requested funds would purchase (e.g., personnel, equipment, contracts). For each proposed FTE, list the grade and position type or title. **Double-click the table to open the embedded Excel file.**

| Description                          | FTEs | PS        | NPS      | Total     |
|--------------------------------------|------|-----------|----------|-----------|
| Faculty salaries and fringe benefits | 4.0  | \$102,000 |          | \$408,000 |
| Instructional Materials              |      |           | \$92,000 | \$92,000  |
|                                      |      |           |          |           |
|                                      |      |           |          |           |
|                                      |      |           |          |           |
| TOTAL                                | 4.0  | \$408,000 | \$92,000 | \$500,000 |

**SECTION II. RATIONALE***Required for ALL requests***What problem for the District are you aiming to address?\***

To create a pipeline for District residents to become District teachers to address the District's teacher shortage; increase the number of African American and Latino teachers in District schools to better reflect the student population; provide access to high-paying careers for low-income residents at low cost; and inspire children to give back to their communities.

Historically domestic citizens of color are underrepresented in this high-demand career, locally and nationally, and the proposed enhancement will provide a significant local response to this underrepresentation. The COVID-19 pandemic has resulted in at least one positive thing: a much greater appreciation for the importance of public schools and teachers. As parents struggle to work with their children at home due to school closures, public recognition of the essential caretaking role schools play in society has skyrocketed. As young people struggle to learn from home, parents' gratitude for teachers, their skills, and their invaluable role in student well-being has risen. As communities struggle to take care of their vulnerable children and youth, decisionmakers are having to devise new mechanisms for delivering essential services from food to education to healthcare.

We believe it is also valuable to look at what may be possible for education on the other side of the COVID-19 pandemic. It is hard to imagine there will be another moment in history when the central role of education in the economic, social, and political prosperity and stability of nations is so obvious and well understood by the general population. Now is the time to chart a vision for how education can emerge stronger from this global crisis than ever before and propose a path for capitalizing on education's newfound support in virtually every community across the globe.

**What are the reasons why this problem exists?\***

Low perception of the teaching field, lack of access to affordable higher education for students of color, lack of funding to support degree attainment, lack of preparation at the K-12 level, misperception of earning potential, etc.

**How does this enhancement address this problem and its underlying causes?\***

This enhancement will specifically target DCPS and charter school graduates and train them to teach in subject matter areas that continue to be persistent areas of challenge for District students: mathematics, science, and English Language Arts. To grow capacity and improve student success in STEM disciplines that will translate into workforce expansion and economic growth in the District, we must start with strengthening mathematics, science, and English language teaching and learning in our DCPS and DCPCS systems.

This enhancement would hire four professors in our CAEP-accredited Education program to prepare a cohort of Math, Science, and English Language Arts teachers to better educate K-12 students in these areas. UDC has already begun this effort through its collaborations with DC Talent Ready and Capital CoLAB for curricular alignment.

Also, UDC is pursuing a parallel effort with its Katherine G. Johnson Math Teacher Training Institute, partnering with DCPS leaders and teachers to strengthen mathematics curricula and to develop best practices among secondary and middle-school math teachers—practices aligned with teaching methods students will encounter when they arrive at UDC and that will help to advance them to degree completion promptly.

The second crucial focus area is English Language Arts. Oral and written communication skills are foundational to success in any discipline and critical to securing employment and professional advancement after graduation. Again, students who leave K-12 underprepared are at a disadvantage and often fall behind in achieving outcomes in foundational writing and

oral communication-based courses. UDC seeks to bolster its teacher training capacity in this area by adding two FTEs with

Form 2: Operating Budget Enhancement Requests. Ideally, the Math Teacher Training Institute will serve as a model for a similar cooperative training program with DCPS focused on English Language Arts.

Based on recommendations from the EMSI study and the aspirational goals outlined in the Equity Imperative, UDC will develop structured guided pathways to ensure that we are providing relevant and distinctive academic programs designed to meet the workforce demands and needs of the District and the region, while at the same time recruiting that talent to remain in the District.

Using a cohort model pathway program for teacher inclusion, UDC can admit up to 30 students per cohort and provide the intense hands-on preparation and development needed to build a District educators pipeline. This model will require dedicated personnel to coach, mentor, and follow students through various program levels. Additional and ongoing expertise will be needed to meet the CAEP and OSSE accreditation requirements. The capacity to target at least 30 more education majors per year over the next four years will give UDC the ability to graduate 30 new teachers annually for DCPS/DCPCS. The capacity will increase over time to meet the teacher education shortage.

The pathway would require four FTE positions to deliver the seamless pathway curriculum, workshops, and training at the associate's level, and prepare students for Praxis I. An initial enhancement investment of \$500,000 would provide support for salaries and fringe benefits and support for instructional materials. The total investment required for over four years is approximately \$1,800,000.

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



### SECTION II. RATIONALE (continued)

Required for ALL requests

#### QUESTIONS SPECIFIC TO ENHANCEMENT TYPE\*

Mark the appropriate enhancement type and use the space below the table to answer the questions for that enhancement type.

| IF YOUR ENHANCEMENT TYPE IS...   | THEN ANSWER THESE QUESTIONS...   |
|--|--|
| <input type="checkbox"/> A. Restore previous budget reduction/one-time funding   | Why is the restoration of this reduction critical for the District at this time? What negative impact will result if this reduction is not restored?   |
| <input type="checkbox"/> B. Increased cost to <u>maintain</u> existing program/activity  | Why are costs increasing to maintain existing levels of service? What are the main cost drivers and what options has the agency already implemented or considered implementing to lower these costs? |
| <input type="checkbox"/> C. Operational improvement with a strong business case  | How will this enhancement help the District save money in this or future fiscal years? How much will it save?  |
| <input checked="" type="checkbox"/> D. Expand high-performing existing program/activity  | Why is this program or activity considered to be high performing? How do the outputs or outcomes compare to those of similar programs within or outside of District government?                      |
| <input type="checkbox"/> E. Completely new program or initiative with highly likely or proven positive outcomes for District residents | What will be the District's return on this investment, as measured by how many and/or which District residents are served, and/or relative social benefit?   |

#### Responses to Questions\*

UDC can supply teachers for toddler care through adult education, and our current targeted teacher preparation program is doing very well. Last school year we began a new early childhood education program funded by the DC Council targeted towards increasing the number of early childhood multi-lingual teachers. The program quickly filled up with 100+ students, and more had to be turned away due to lack of available funding. This enhancement will support the creation of an additional targeted teacher preparation option needed to address the shortage and quality of public-school teachers in the District of Columbia. UDC is committed to increasing the number of qualified teachers in public schools (DCPS and Charter), community-based, and early childhood programs and dedicated to seeing that those teachers are homegrown. With increased regulated state and national accreditation standards, UDC will offer teacher preparation training from the associate's to a master's degree in education.

## SECTION IV. EVALUATION &amp; PERFORMANCE

Required for Type D and E requests

**Required for all enhancement requests to expand existing programs or activities or launch completely new programs or activities. Incomplete submissions will be returned.**

**What evidence supports the likelihood that this enhancement will achieve the desired outcome?\***

Please describe outcomes from similar efforts that have been undertaken before in the District or other cities. If possible, include formal evaluation studies and lessons learned from both successes and failures in any similar attempts. Provide links to cite your sources.

The teacher shortage is real, large, growing, and worse than we thought. When indicators of teacher quality (certification, relevant training, experience, etc.) are considered, the shortage is even more acute than currently estimated, with high-poverty schools suffering the most from the shortage of credentialed teachers.

A shortage of teachers harms students, teachers, and the public education system. Lack of sufficient, qualified teachers and staff instability threatens students' ability to learn and reduces teachers' effectiveness, and high teacher turnover consumes economic resources that could be better deployed elsewhere. The teacher shortage makes it more difficult to build a solid reputation for teaching and to professionalize it, which further contributes to perpetuating the shortage. Also, the fact that the shortage is distributed so unevenly among students of different socioeconomic backgrounds challenges the U.S. education system's goal of providing a sound education equitably to all children

**Teacher credentials:** Share of teachers with and without various credentials, by credential, 2015–2016

|                                   | With the credential | Without the credential |
|-----------------------------------|---------------------|------------------------|
| <b>Fully certified</b>            | 91.2%               | 8.8%                   |
| <b>Took traditional route</b>     | 82.9%               | 17.1%                  |
| <b>Experienced (over 5 years)</b> | 77.6%               | 22.4%                  |
| <b>Ed. background in subject</b>  | 68.5%               | 31.5%                  |

**Source:** 2015–2016 National Teacher and Principal Survey (NTPS) microdata from the U.S. Department of Education's National Center for Education Statistics (NCES)

Without question, when most students in public schools are students of color and only 18 percent of our teachers are teachers of color, we have an urgent need to act. We have got to understand that all students benefit from teacher diversity. We have strong evidence that students of color benefit from having teachers and leaders who look like them as role models and benefit from the classroom dynamics that diversity creates. But it is also important for our white students to see teachers of color in leadership roles in their classrooms and communities.

Diversity decreases at multiple points across the teacher pipeline in which teachers progress through postsecondary education, teacher preparation programs, and retention. Like completion rates in other fields of study, bachelor degree

## EVALUATING ENHANCEMENTS

As part of the budget formulation process, OBPM will categorize the research evidence you cite based on whether:

- the study design was rigorous, and the study was well implemented;
- the findings are positive and statistically significant; and
- the evidence is based on a model and population similar to the proposed enhancement.

## THE LAB@DC TEAM IS HERE TO HELP!

Have questions about the evidence? Email [thelab@dc.gov](mailto:thelab@dc.gov) (and CC your budget analyst). The Lab can pre-review evidence, brainstorm future evaluation ideas, offer suggestions on where to look for evidence, and help you think through the evidence you've found.

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



completion rates for students who major in education are lower for black and Hispanic students than for white students. Seventy-three percent of bachelor degree students majoring in education completed their degree six years after beginning postsecondary education. Forty-two percent of black bachelor degree students majoring in education completed their degree six years after beginning postsecondary education. Forty-nine percent of Hispanic bachelor degree students majoring in education completed their degree six years after beginning postsecondary education.

**Source:** The figures are based on data from the U.S. Department of Education, National Center for Education Statistics, 2003-04 Beginning Postsecondary Students Longitudinal Study, Second Follow-up (BPS:04/09).

Teacher retention rates are higher among white teachers than for black and Hispanic teachers. HBCUs and alternative routes to teacher certification tend to enroll a more racially diverse population of teacher candidates. Two percent of individuals who are preparing to be teachers are enrolled at HBCUs, but 16 percent of all black teacher candidates attend HBCUs. Alternative routes to teacher certification tend to enroll more racially diverse populations of candidates than traditional teacher preparation programs. Forty-two percent of teacher candidates enrolled in an alternative teacher preparation program not based in an IHE were individuals of color. Thirty-five percent of teacher candidates enrolled in an alternative teacher preparation program based in an IHE were individuals of color. Fewer teacher candidates enrolled in a traditional teacher preparation program (26 percent) were individuals of color.

**Source:** Values represent the sum of percentages for black or African American, Hispanic/Latino, Asian or Pacific Islander, American Indian or Alaska Native people, and people of Two or more races. The figures are based on data from the U.S. Department of Education, Office of Postsecondary Education (2015); Higher Education Act Title II Reporting System; U.S. Department of Education, National Center for Education Statistics (2015), and the Common Core of Data System (CCDS).

### Is your enhancement identical to the model the evidence comes from?\*

- ☒ **YES.** The enhancement is identical to the model the evidence comes from and the population served is similar. Indicate below how you will ensure your agency implements the model fully.
- ☐ **NO.** The enhancement differs from the model the evidence comes from, is just a part of that model, serves a different population, etc. Below, describe how it differs and why.

Based on data from OSSE and DCPS, NCES, and US DoE, UDC will be able to identify gaps and respond to the needs of District schools and modify curriculum, activities, and assessments that yield changes in desired outcomes to GROW its program of teacher preparation from pre-K through secondary education.

**If the enhancement is granted, is your agency willing to evaluate whether the enhancement achieves the desired outcome? This could involve piloting the enhancement with District residents or neighborhoods. (The Lab @ DC can provide guidance on how to do this.)\***

- ☒ **YES**    ☐ **NO**

### List any agency key performance indicators (KPIs) impacted by this enhancement.\*

List KPIs from most significant to least. If you are proposing a new KPI, write "NEW" in the columns for FY 2019-FY 2021.

| KEY PERFORMANCE INDICATOR (KPI)   | WHICH DIRECTION IS DESIRED? | FY 2019 ACTUAL | FY 2020 ACTUAL | FY 2021 TARGET |
|---|-----------------------------|----------------|----------------|----------------|
| Recruitment and retention of education majors from DC public and charter schools. |                             | NEW            | NEW            | NEW            |

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



|  |  |     |     |     |
|--|--|-----|-----|-----|
| Increased PRAXIS pass rates  |  | NEW | NEW | NEW |
| Increased field placement within DCPS/DCPCS                        |  | NEW | NEW | NEW |
| Successful job placement within DCPS/DCPCS                         |  | NEW | NEW | NEW |
| Career-education seminars on the value of teaching as a profession |  | NEW | NEW | NEW |

# Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission

Complete a separate Form 2 for each enhancement request in your submission.

## SECTION I. OVERVIEW

Required for ALL requests

ENHANCEMENT TITLE\*

**AFFORDABLE LEARNING,  
INCREASED EARNINGS: BUILDING A  
SKILLED, DIVERSE NURSING  
WORKFORCE**

ENHANCEMENT PRIORITY\*

**2** OUT OF **4**

AGENCY\*

The University of the District of Columbia (UDC)

AGENCY CODE\*

**GG0**

AGENCY POINT OF CONTACT\*

David Franklin

POINT OF CONTACT EMAIL\*

david.franklin@udc.edu

### REQUEST TYPE\*

Mark the one request type that best describes this enhancement. No type is preferred over any other, but the questions in Section II: Rationale differ by type.

- ☐ A. Restore previous budget reduction/one-time funding
- ☐ B. Increased cost to maintain existing program/activity
- ☐ C. Operational improvement with strong business case
- ☒ D. Expand high-performing existing program/activity
- ☐ E. Completely new program/activity with highly likely or proven positive outcomes for District residents

For these request types, complete Sections I and II only

For these request types, complete Sections I through V

### FUNDING REQUEST\*

Enter amount of Local Funds requested and indicate whether funds are one-time or recurring.

| FY 2022 PERSONAL SERVICES (PS) | FY 2022 NON-PERSONAL SERVICES (NPS) | FY 2022 TOTAL REQUEST AMOUNT |
|--------------------------------|-------------------------------------|------------------------------|
| \$0                            | \$0                                 | \$500,000                    |

☐ ONE-TIME ☐ PARTIALLY RECURRING ☒ RECURRING

### FUTURE COSTS\*

If recurring, enter estimated costs over the life of the

| TOTAL FY 2023 | TOTAL FY 2024 | TOTAL FY 2025 |
|---------------|---------------|---------------|
| \$315,180     | \$324,635     | \$334,374     |

Financial Plan.

### ENHANCEMENT SUMMARY\*

In one sentence, tell us what this enhancement is.

Enhancement funds for software, equipment, and staff will help UDC build a skilled, diverse nursing workforce through its reinvigorated accredited nursing programs at the Associate's and Bachelor's levels, providing affordable, convenient high-quality nursing education and clinical experiences for 40 additional licensed registered nurses per cohort to work and serve in the District's healthcare facilities, public agencies, schools, and communities.

### ENHANCEMENT IMPACT\*

In one sentence,

The District's nursing shortage has drastically increased as a result of the COVID-19 pandemic. Enhancing UDC's

**AGENCIES:** Please use Form 2 to provide additional details about enhancement requests in your FY 2022 budget submission. This information is an important part of the decision-making process. Well thought-out and reasoned requests are much more likely to receive favorable consideration.

### FY 2022 Enhancements

As always, we eagerly invite fresh, innovative, evidence-based ideas for improving the quality or efficiency of city services. This is especially true as we face unprecedented challenges resulting from the COVID-19 pandemic.

At the same time, we face significant resource constraints that will drastically limit our ability to fund new initiatives in the FY 2022 budget. Therefore, we are seeking your help in identifying thoughtful, viable cost-saving measures that will afford us the opportunity to continue improving the services we provide to our community.

**Enhancement requests to expand existing programs or activities, or to start completely new programs or activities should include in Section III a budget reduction that offsets the amount of the request in whole or in significant part. Offsetting reductions should be in addition to reductions to meet the agency's MARC. Requests accompanied by viable cost-saving options are much more likely to receive favorable consideration.**

### REQUIRED SECTIONS

- Sections I and II are required for ALL requests.
- Sections I-V are required for Type D and Type E requests.

**Please remember to submit the Form 2 Summary spreadsheet along with the separate Form 2s for each enhancement by your agency's submission deadline.**

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



tell us what the expected positive impact is on District residents or government operations.

accredited nursing programs will better equip the District to meet the healthcare needs of residents, as well as create an affordable, convenient, high-quality higher education option to train licensed registered nurses from underrepresented African American and Latino residents who will fill higher-income in-demand jobs and grow the District's middle-class.

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



### SECTION I. OVERVIEW (continued)

Required for ALL requests

#### SPENDING & STAFFING PLAN\*

List below, or in an attached spreadsheet, what the requested funds would purchase (e.g., personnel, equipment, contracts). For each proposed FTE, list the grade and position type or title. **Double-click the table to open the embedded Excel file.**

| Item              | Description  | FTEs | PS        | NPS       | Total     |
|-------------------|--|------|-----------|-----------|-----------|
| Personnel         | Faculty salaries and fringe benefits                       | 3.0  | \$306,000 |           | \$306,000 |
| Supplies          | Instructional Materials                                    |      |           | \$50,000  | \$50,000  |
| Software/Licenses | Specialty software for curriculum development and training |      |           | \$144,000 | \$144,000 |
|                   |  |      |           |           |           |
|                   |  |      |           |           |           |
| TOTAL             |  | 3.0  | \$306,000 | \$194,000 | \$500,000 |

**SECTION II. RATIONALE***Required for ALL requests***What problem for the District are you aiming to address?\***

Washington, DC, faced a nursing shortage before the COVID-19 Pandemic, therefore the District's recovery in this area should not focus on the recovery of jobs lost like in many other areas, but on the creation of the skilled workforce necessary to access critical jobs that are already available. UDC's success rate on the national certification exam for registered nurses is well above the national average and second in the District only to Georgetown University and at a fraction of Georgetown's cost. UDC is producing well trained, degreed, and registered nurses. We are the key to ending the District's nurse shortage at little to no cost to individuals and families—an opportunity particularly advantageous for the District's underserved poor African American and Latino residents.

**What are the reasons why this problem exists?\***

Obtaining college degrees in nursing can appear to be cost-prohibitive for many low-income families and an impossible challenge for academically underprepared high school graduates. Therefore, many who are interested in healthcare avoid exploring the field altogether or enroll in predatory non-degree-granting for-profit registered nurse related programs. Due to historical underfunding, the physical plant, academic offerings, and other operational needs at UDC have not kept pace with peer institutions or market demands. Without the appropriate levels of funding, UDC was not able to maintain accreditation standards required by health professions to keep the academic programs in place, thereby closing out a low-cost option for interested students. With modest investments over the past five years, UDC has been able to incrementally rebuild healthcare programs (nursing, respiratory therapy, mortuary science, speech-language pathology, mental health counseling), earning the requisite accreditations to operate healthcare and human services offerings. The demand requires that we hire additional professionals to meet faculty-student ratios per healthcare accreditation standards. Without the healthcare faculty lines, UDC cannot educate the number of students to meet these high-demand professions in the District.

**How does this enhancement address this problem and its underlying causes?\***

This enhancement will enable UDC to expand offerings to support 40 additional nursing students per cohort by funding three staff members, materials, and software to support virtual learning.

One of the FTE's will be a "Nursing Program Director," whose job will be an integration of the overarching nursing programs at UDC, providing strategic direction for the growth of pathways from the RN (associate degree) to the online BSN program at the Van Ness campus. Coordination of the programs is crucial to ensure curricular alignment and synchronization of ACEN accreditation standards across the full pathway. The Nursing Program Director is required by ACEN and the DC Board of Nursing.

The other two FTEs will be dedicated to the online RN-BSN program because that program will run year-round with multiple entry points to support student needs—particularly the needs of students currently working in the District as RNs. The nursing profession has shifted in the past decade to the point that the BSN is becoming seen as the more direct pathway to employment and potential advancement in the profession. According to *NurseJournal.org*, "An RN-to-BSN program provides a bridge between an associate degree or diploma and a bachelor's degree. Also, "more states continue to push for the BSN to serve as the new required minimum degree." The AACN reports that patient care provided by BSNs tends to lead to [lower mortality and readmission rates](#). Those with BSNs may also receive higher salaries (*NurseJournal.org*: <https://nursejournal.org/bsn-degree/bsn-degree-rn-differences/#faq>). Because RNs attempting to obtain their BSN tend to be working adults, they need flexibility in terms of when they wish to enter a program of study; the online RN-to-BSN

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



program at UDC is designed to provide that flexibility. This program is ideally suited for practicing nurses who wish to advance their careers after having earned their associate degree and RN license.

In addition to doing the internal work of strengthening our nursing programs and seeing results, UDC has been laying the groundwork with our partners to spread the good news. We have been engaging the DC Workforce Investment Council (WIC) as well as the Healthcare Workforce Partnership in conversations to ensure visibility of our programs and program alignment with projections of the District's workforce needs in healthcare. These conversations will also benefit another important accredited program at the associate level, Respiratory Therapy, which has implications for COVID-related care and any future respiratory-related pandemics.

UDC's RN-to-BSN program has been converted to fully online, and courses will be offered to begin January 2021. This was a barrier previously for AAS Nursing students who were graduating and looking to continue their education online. UDC has a unique opportunity to address the nursing shortage with its new pathway from the Workforce Development CNA (certificate) to the AAS (Associate's degree) to the online RN-to-BSN (a bachelor's degree in nursing currently accredited by ACEN).

With the enhancement funding, UDC-CC AAS Nursing and UDC Online RN-to-BSN Nursing programs will have the capacity to enroll up to 40 students per year (20 in each program), based on the size of instructional space, student-to-faculty ratio, curricular innovations, and clinical rotation placements. Over the next four years, UDC nursing programs project graduating 160 new board-certified nurses for the District's workforce. The size and quality of nursing programs are dictated by the DC Board of Nursing and the accreditor (ACEN). The capacity will increase over time to meet critical needs as one pathway to the healthcare profession.

The pathway would require three FTE positions to meet the ACEN standards to deliver the seamless pathway curriculum, clinical rotations, and board certification prep at the associate's and bachelor's degree levels. An initial enhancement investment of \$500,000 would provide support for salaries, fringe benefits, and support for instructional materials (e.g., specialty software for curricular training and development). The total investment required for over four years is approximately \$1,475,000.

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



### SECTION II. RATIONALE (continued)

Required for ALL requests

#### QUESTIONS SPECIFIC TO ENHANCEMENT TYPE\*

Mark the appropriate enhancement type and use the space below the table to answer the questions for that enhancement type.

| IF YOUR ENHANCEMENT TYPE IS...   | THEN ANSWER THESE QUESTIONS...   |
|--|--|
| <input type="checkbox"/> A. Restore previous budget reduction/one-time funding   | Why is the restoration of this reduction critical for the District at this time? What negative impact will result if this reduction is not restored?   |
| <input type="checkbox"/> B. Increased cost to <u>maintain</u> existing program/activity  | Why are costs increasing to maintain existing levels of service? What are the main cost drivers and what options has the agency already implemented or considered implementing to lower these costs? |
| <input type="checkbox"/> C. Operational improvement with a strong business case  | How will this enhancement help the District save money in this or future fiscal years? How much will it save?  |
| <input checked="" type="checkbox"/> D. Expand high-performing existing program/activity  | Why is this program or activity considered to be high performing? How do the outputs or outcomes compare to those of similar programs within or outside of District government?                      |
| <input type="checkbox"/> E. Completely new program or initiative with highly likely or proven positive outcomes for District residents | What will be the District's return on this investment, as measured by how many and/or which District residents are served, and/or relative social benefit?   |

#### Responses to Questions\*

UDC nursing programs are high performing. We have regained lost accreditations, building out new programs for accreditation, and we are producing RNs well above the national passing rate. The UDC-CC AAS Nursing program received "Initial Approval" as a new program from the DC Board of Nursing in October 2019. The AAS Nursing program was re-accredited in March 2020 just as COVID-19 was announced as a pandemic in the US. Also, in May 2019, 18 students completed and graduated with the AAS Nursing degree from UDC. Of the 18 graduates, 17 took the National Council Licensure Examination (NCLEX) board exams (certification exam to become a registered nurse) between May and September 2019 and passed on the first time. UDC-CC's AAS Nursing program's NCLEX first-time pass rate is 94% and is the second-highest first-time nursing student pass rate (next to Georgetown University, with a 96% NCLEX first-time pass rate). In May 2020, 13 students completed and graduated with an AAS Nursing degree with a 90% pass rate on the NCLEX. This makes UDC-CC and UDC's RN-to-BSN Nursing programs attractive to aspiring healthcare professionals.

With the enhancement funding, UDC-CC AAS Nursing and UDC RN-to-BSN Nursing programs can enroll up to 40 students per year (20 in each program) based on the size of instructional space, student-to-faculty ratio, curricular innovations, and clinical rotation placements. Over the next 4 years, UDC nursing programs project graduating 160 new board-certified nurses for the District's workforce. The size and quality of nursing programs are dictated by the DC Board of Nursing and the accreditor (ACEN). The capacity will increase over time to meet the critical needs as one pathway to the healthcare profession.

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



### SECTION IV. EVALUATION & PERFORMANCE

Required for Type D and E requests

**Required for all enhancement requests to expand existing programs or activities or launch completely new programs or activities. Incomplete submissions will be returned.**

#### What evidence supports the likelihood that this enhancement will achieve the desired outcome?\*

Please describe outcomes from similar efforts that have been undertaken before in the District or in other cities. If possible, include formal evaluation studies and lessons learned from both successes and failures in any similar attempts. Provide links to cite your sources.

According to [Minority Nursing](#) statistics, minority nurses self-identify/report as following: 9.9% of RNs are black or African American (non-Hispanic); 8.3% are Asian; 4.8% are Hispanic or Latino; 1.3% categorize themselves as two or more race; 0.4% are American Indian or Alaskan Native. The average annual salary for a full-time employed RN is \$67,930. A nurse with a master's or doctoral degree makes an average \$87,363 a year (Data/Statistics, The Office of Minority Health, US Department of Health and Human Services, 2020). UDC's recent graduates who are licensed are employed. We are still collecting salary data for 2019 and 2020 graduates (information is self-reported).

#### EVALUATING ENHANCEMENTS

As part of the budget formulation process, OBPM will categorize the research evidence you cite based on whether:

- the study design was rigorous, and the study was well implemented;
- the findings are positive and statistically significant; and
- the evidence is based on a model and population similar to the proposed enhancement.

#### THE LAB@DC TEAM IS HERE TO HELP!

Have questions about the evidence? Email [thelab@dc.gov](mailto:thelab@dc.gov) (and CC your budget analyst). The Lab can pre-review evidence, brainstorm future evaluation ideas, offer suggestions on where to look for evidence, and help you think through the evidence you've found.

#### Is your enhancement identical to the model the evidence comes from?\*

- ☒ **YES.** The enhancement is identical to the model the evidence comes from and the population served is similar. Indicate below how you will ensure your agency implements the model fully.
- ☐ **NO.** The enhancement differs from the model the evidence comes from, is just a part of that model, serves a different population, etc. Below, describe how it differs and why.

Based on EMSI data, UDC will be able to identify gaps and respond to the District's healthcare shortages and plan to increase student enrollments leading to degree completion/certifications in nursing.

**If the enhancement is granted, is your agency willing to evaluate whether the enhancement achieves the desired outcome? This could involve piloting the enhancement with District residents or neighborhoods. (The Lab @ DC is able to provide guidance on how to do this.)\***

- ☒ **YES**    ☐ **NO**

#### List any agency key performance indicators (KPIs) impacted by this enhancement.\*

List KPIs from most significant to least. If you are proposing a new KPI, write "NEW" in the columns for FY 2019-FY 2021.

| KEY PERFORMANCE INDICATOR (KPI) | WHICH DIRECTION IS DESIRED? | FY 2019 ACTUAL | FY 2020 ACTUAL | FY 2021 TARGET |
|---------------------------------|-----------------------------|----------------|----------------|----------------|
|---------------------------------|-----------------------------|----------------|----------------|----------------|

**Form 2: Operating Budget Enhancement Requests**

FY 2022 Agency Budget Submission



|   |  |     |     |     |
|---|--|-----|-----|-----|
| Sustained increases in NCLEX scores                           |  | 94% | 90% | 90% |
| Increased job placement for healthcare disciplines            |  | NEW | NEW | NEW |
| Enhanced partnerships/MOUs with District healthcare providers |  | NEW | NEW | NEW |
|   |  |     |     |     |
|   |  |     |     |     |

# Form 2: Operating Budget Enhancement Requests

## FY 2022 Agency Budget Submission



Complete a separate Form 2 for each enhancement request in your submission.

### SECTION I. OVERVIEW

Required for ALL requests

ENHANCEMENT TITLE\*

**BUILDING A SKILLED, TECHNICAL  
WORKFORCE: BROADENING  
PARTICIPATION IN STEM/IT**

ENHANCEMENT PRIORITY\*

**3** OUT OF **4**

AGENCY\*

The University of the District of Columbia (UDC)

AGENCY CODE\*

**GG0**

AGENCY POINT OF CONTACT\*

David Franklin

POINT OF CONTACT EMAIL\*

david.franklin@udc.edu

#### REQUEST TYPE\*

Mark the one request type that best describes this enhancement. No type is preferred over any other, but the questions in Section II: Rationale differ by type.

- ☐ A. Restore previous budget reduction/one-time funding
- ☐ B. Increased cost to maintain existing program/activity
- ☐ C. Operational improvement with strong business case
- ☒ D. Expand high-performing existing program/activity
- ☐ E. Completely new program/activity with highly likely or proven positive outcomes for District residents

For these request types, complete Sections I and II only

For these request types, complete Sections I through V

#### FUNDING REQUEST\*

Enter amount of Local Funds requested and indicate whether funds are one-time or recurring.

| FY 2022 PERSONAL SERVICES (PS) | FY 2022 NON-PERSONAL SERVICES (NPS) | FY 2022 TOTAL REQUEST AMOUNT |
|--------------------------------|-------------------------------------|------------------------------|
| \$0                            | \$0                                 | \$500,000                    |

☐ ONE-TIME ☐ PARTIALLY RECURRING ☒ RECURRING

#### FUTURE COSTS\*

If recurring, enter estimated costs over the life of the Financial Plan.

| TOTAL FY 2023 | TOTAL FY 2024 | TOTAL FY 2025 |
|---------------|---------------|---------------|
| \$407,880     | \$420,116     | \$432,720     |

#### ENHANCEMENT SUMMARY\*

In one sentence, tell us what this enhancement is.

To grow UDC's emerging and successful STEM/IT programs to increase the number of women and people of color entering high-demand STEM/IT jobs by 100 per cohort by funding three staff, materials, and software.

#### ENHANCEMENT IMPACT\*

In one sentence, tell us what the expected positive impact is on District residents

The enhancement will provide a significant local response to increasing underrepresented minorities in accredited STEM/IT disciplines who are being trained as the next generation of skilled and technical workforce professionals in the District and DMV region.

**AGENCIES:** Please use Form 2 to provide additional details about enhancement requests in your FY 2022 budget submission. This information is an important part of the decision-making process. Well thought-out and reasoned requests are much more likely to receive favorable consideration.

#### FY 2022 Enhancements

As always, we eagerly invite fresh, innovative, evidence-based ideas for improving the quality or efficiency of city services. This is especially true as we face unprecedented challenges resulting from the COVID-19 pandemic.

At the same time, we face significant resource constraints that will drastically limit our ability to fund new initiatives in the FY 2022 budget. Therefore, we are seeking your help in identifying thoughtful, viable cost-saving measures that will afford us the opportunity to continue improving the services we provide to our community.

**Enhancement requests to expand existing programs or activities, or to start completely new programs or activities should include in Section III a budget reduction that offsets the amount of the request in whole or in significant part. Offsetting reductions should be in addition to reductions to meet the agency's MARC. Requests accompanied by viable cost-saving options are much more likely to receive favorable consideration.**

#### REQUIRED SECTIONS

- Sections I and II are required for ALL requests.
- Sections I-V are required for Type D and Type E requests.

**Please remember to submit the Form 2 Summary spreadsheet along with the separate Form 2s for each enhancement by your agency's submission deadline.**

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



### SECTION I. OVERVIEW (continued)

Required for ALL requests

#### SPENDING & STAFFING PLAN\*

List below, or in an attached spreadsheet, what the requested funds would purchase (e.g., personnel, equipment, contracts). For each proposed FTE, list the grade and position type or title. **Double-click the table to open the embedded Excel file.**

| Item              | Description  | FTEs | PS        | NPS       | Total     |
|-------------------|--|------|-----------|-----------|-----------|
| Personnel         | Faculty salaries and fringe benefits   | 3.0  | \$396,000 |           | \$396,000 |
| Supplies          | Instructional Materials  |      |           | \$44,000  | \$44,000  |
| Software/Licenses | Specialty software for computer science, engineering, and automotive technology programs |      |           | \$60,000  | \$60,000  |
|                   |  |      |           |           |           |
|                   |  |      |           |           |           |
| TOTAL             |  | 3.0  | \$396,000 | \$104,000 | \$500,000 |

**SECTION II. RATIONALE***Required for ALL requests***What problem for the District are you aiming to address?\***

Highly skilled jobs in STEM fields are in and around the Washington, DC area, and yet many Washingtonians are not prepared to enter these fields. UDC seeks to prepare residents for these fields, especially residents of color who are underrepresented. The proposed enhancement will provide a significant local response to producing a more diverse STEM/IT skilled and technical workforce. In an ever-changing, increasingly complex world, it is more important than ever that our nation's youth are prepared to bring knowledge and skills to solve problems, make sense of information, and have the know-how to gather and evaluate evidence to make decisions. These are the kinds of skills that students develop in science, technology, engineering, and math—disciplines collectively known as STEM. If we want a nation where our future leaders, neighbors, and workers can understand and solve some of the complex challenges of today and tomorrow, and meet the demands of the dynamic and evolving workforce, then building students' skills, content knowledge, and fluency in STEM fields is essential.

**What are the reasons why this problem exists?\***

Low educational attainment in STEM/IT majors is largely due to inequities along the lines of race, gender, socio-economic class, and historical barriers that have not promoted scientific discovery and fluency in historically underrepresented minority students. Without the same level of exposure to scientific inquiry, research opportunities, new culturally competent pedagogies to engender participation instead of isolation, and qualified teacher-mentors who reflect underrepresented minorities, there will always be a STEM/IT shortage of minorities who graduate from accredited degree programs to go into high-demand STEM/IT careers.

**How does this enhancement address this problem and its underlying causes?\***

UDC's ABET-accredited School of Engineering and Applied Science (SEAS) has just completed its ABET accreditation review process, and although the final report is pending, the exit briefing by the site visitors was very positive. UDC is one of only 15 ABET-accredited HBCU's, having met ABET's rigorous standards for accreditation in its undergraduate engineering programs: mechanical, civil, electrical, and biomedical engineering, in addition to information technology and computer science. Within SEAS, these programs are growing in popularity—and they need additional top-notch full-time faculty to maintain the high standards already achieved. UDC set an institutional record in securing research funding during FY20, having received some \$45 million, including prestigious grants from the National Institute of Science and Technology, National Science Foundation, and NASA. Most of these grants are supporting research by SEAS faculty as well as graduate and undergraduate students. We seek to hire full-time faculty in (1) the relatively new biomedical engineering program and (2) IT/Computer Science. These faculty will allow UDC to continue to support a growing population of SEAS majors and graduate students—as we continually improve the seamless pathways from secondary school through associate, baccalaureate, and beyond.

The enhancement will allow for broadening minority student participation in the STEM/IT pipeline. With additional support, UDC can supply a STEM workforce pipeline from coders to PhDs in Engineering and Computer Science. According to recent research, a strong cradle-to-career STEM education prepares students for high-demand jobs and contributes to the vitality of their families, communities, and local economies. Students in technology/engineering/STEM classes learn and practice skills that prepare them for diverse post-high school education and training opportunities, from apprenticeships and two-year college programs to four-year colleges and graduate programs. UDC's ABET-accredited engineering and computer

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



science programs and the newly approved associate's degree in Information Technology, provide opportunities to develop a high-demand seamless pathway.

STEM pathways are organically emerging across all UDC campuses including the Community College, with external partners such as Amazon, DOD-Navy (Carderock), NASA, Penn State Applied Research Laboratory, Johns Hopkins Carey Business School (Big Data, Data Analytics, Business Analytics, Logistics), as well as many others. The partnerships underscore a major shift in the future of collaborative academic program models (interdisciplinary), which forces UDC to break away from "silo" offerings and create "meta-majors" which cut across academic disciplines and artificially imposed boundaries.

Enhancement funding is needed to allow UDC STEM programs to have the capacity to offer more two-year degree programs leading directly to jobs, as well as stackable credentials embedded along with the traditional four-year degree offerings. Funding will allow UDC to target at least 100 more STEM majors per year over the next four years, giving UDC the ability to graduate 300 – 400 new STEM graduates.

The pathway would require three FTE positions to deliver a seamless pathway curriculum, specialized workshops/training at the associate's-level, and competitive bachelor's and master's degree programs in homeland security, cybersecurity, applied intelligence, artificial intelligence. An initial enhancement investment of \$500,000 would provide support for salaries, fringe benefits, and support for instructional materials (e.g., specialty software for computing, engineering, and automotive technology). The total investment required for over four years is approximately \$1,760,000.

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



### SECTION II. RATIONALE (continued)

Required for ALL requests

#### QUESTIONS SPECIFIC TO ENHANCEMENT TYPE\*

Mark the appropriate enhancement type and use the space below the table to answer the questions for that enhancement type.

| IF YOUR ENHANCEMENT TYPE IS...   | THEN ANSWER THESE QUESTIONS...   |
|--|--|
| <input type="checkbox"/> A. Restore previous budget reduction/one-time funding   | Why is the restoration of this reduction critical for the District at this time? What negative impact will result if this reduction is not restored?   |
| <input type="checkbox"/> B. Increased cost to <u>maintain</u> existing program/activity  | Why are costs increasing to maintain existing levels of service? What are the main cost drivers and what options has the agency already implemented or considered implementing to lower these costs? |
| <input type="checkbox"/> C. Operational improvement with a strong business case  | How will this enhancement help the District save money in this or future fiscal years? How much will it save?  |
| <input checked="" type="checkbox"/> D. Expand high-performing existing program/activity  | Why is this program or activity considered to be high performing? How do the outputs or outcomes compare to those of similar programs within or outside of District government?                      |
| <input type="checkbox"/> E. Completely new program or initiative with highly likely or proven positive outcomes for District residents | What will be the District's return on this investment, as measured by how many and/or which District residents are served, and/or relative social benefit?   |

#### Responses to Questions\*

STEM pathways are organically emerging at UDC based on the increased partnering of Van Ness and Community College faculty with external agencies such as Amazon, DOD-Navy (Carderock), NASA, Penn State Applied Research Laboratory, Johns Hopkins Carey Business School (Big Data, Data Analytics, Business Analytics, Logistics) as well as many others. The partnerships underscore a major shift in the future of collaborative academic program models (interdisciplinary) which forces UDC to break away from "silo" offerings to creating meta-majors that cut across academic disciplines and artificially imposed boundaries.

Embedded within the broader technology workforce demands is a need for automotive technicians. The Automotive Dealers surrounding the District of Columbia are actively seeking to hire Automotive Technicians. While there is a high demand for technicians there is not an active workforce or associate in applied science automotive program within the District of Columbia. Automotive programs contain levels of STEM education that prepares students for high demand automotive technology industry placements.

With the enhancement funding, UDC STEM programs offer more two-year degree programs leading directly to jobs as well as stackable credentials embedded along with the traditional four-year degree offerings. The capacity of targeting at least 100 more STEM majors per year over the next four years gives us the ability to graduate 300-400 new STEM graduates in the District of Columbia.

## SECTION IV. EVALUATION &amp; PERFORMANCE

Required for Type D and E requests

**Required for all enhancement requests to expand existing programs or activities or launch completely new programs or activities. Incomplete submissions will be returned.**

**What evidence supports the likelihood that this enhancement will achieve the desired outcome?\***

Please describe outcomes from similar efforts that have been undertaken before in the District or other cities. If possible, include formal evaluation studies and lessons learned from both successes and failures in any similar attempts. Provide links to cite your sources.

As the U.S. has transformed rapidly into an information-based economy, employment in science, technology, engineering, and math occupations has grown—outpacing overall job growth. Since 1990, STEM employment has grown 79% (9.7 million to 17.3 million) and computer jobs have seen a whopping 338% increase over the same period.

Using a broad definition of the STEM workforce, women make up half (50%) of all U.S. workers in STEM occupations, though their presence varies widely across occupational clusters and educational levels. Women account for many healthcare practitioners and technicians, but are underrepresented in several other STEM occupational clusters, particularly in computer jobs and engineering.

While there has been significant progress for women in the life and physical sciences since 1990, the share of women has been roughly stable in other STEM occupational clusters and has gone down 7 percentage points in the area with the largest job growth over this period: computer occupations, a job cluster that includes computer scientists, systems analysts, software developers, information systems managers, and programmers.

Black and Hispanic workers continue to be underrepresented in the STEM workforce. Blacks make up 11% of the U.S. workforce overall, but represent 9% of STEM workers, while Hispanics comprise 16% of the U.S. workforce but only 7% of all STEM workers. And among employed adults with a bachelor's degree or higher, blacks are just 7% and Hispanics are 6% of the STEM workforce.

Asians are overrepresented in the STEM workforce, relative to their overall share of the workforce, especially among college-educated workers: 17% of college-educated STEM workers are Asian, compared with 10% of all workers with a college degree.

Hispanics and blacks are underrepresented; Asians and whites are overrepresented in most STEM occupations. Most STEM workers in the U.S. are white (69%), followed by Asians (13%), blacks (9%), and Hispanics (7%). Compared with their shares in the overall workforce, whites and Asians are overrepresented; blacks and Hispanics are underrepresented in the STEM workforce.

**EVALUATING ENHANCEMENTS**

As part of the budget formulation process, OBPM will categorize the research evidence you cite based on whether:

- the study design was rigorous, and the study was well implemented.
- the findings are positive and statistically significant; and
- the evidence is based on a model and population like the proposed enhancement.

**THE LAB@DC TEAM IS HERE TO HELP!**

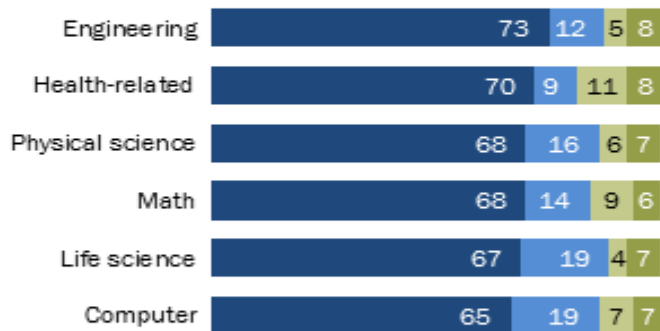
Have questions about the evidence? Email [thelab@dc.gov](mailto:thelab@dc.gov) (and CC your budget analyst). The Lab can pre-review evidence, brainstorm future evaluation ideas, offer suggestions on where to look for evidence, and help you think through the evidence you have found.

## Blacks and Hispanics underrepresented across most STEM job clusters

% of employed in each occupational group who are ...



Among those who work in \_\_\_\_ jobs



Note: Based on employed adults ages 25 and older. Whites, blacks and Asians include only non-Hispanics. Hispanics are of any race. Other and mixed race non-Hispanics are not shown. Engineering includes architects. STEM stands for science, technology, engineering and math.

Source: Pew Research Center analysis of 2014-2016 American Community Survey (IPUMS).

"Women and Men in STEM Often at Odds Over Workplace Equity"

PEW RESEARCH CENTER

Health technicians and nursing jobs have some of the largest shares of black or Hispanic workers. For example, 37% of licensed practical and licensed vocational nurses are either black or Hispanic, as are a quarter or more of health support technicians (27%), medical records and health information technicians (25%), and clinical laboratory technologists and technicians (25%). Among registered nurses, 17% are black or Hispanic. By comparison, other health-related jobs have smaller shares of workers who are black or Hispanic, including physicians and surgeons (11%), pharmacists (10%), dentists (9%), and physical therapists (9%). Just 5% of optometrists, veterinarians, and chiropractors are black or Hispanic.

In the physical sciences, blacks and Hispanics together comprise 22% of chemical technicians, but only 14% of chemists and materials scientists, 10% of atmospheric and space scientists, 7% of environmental scientists, and 6% of astronomers and physicists. Among mathematical workers, 19% of operations research analysts are black or Hispanic, compared with just 5% of actuaries.

Whites are overrepresented among STEM workers relative to their share in the total workforce. Asians (including both men and women) are also overrepresented among STEM workers compared with their share in the total workforce, particularly among STEM workers with a postgraduate degree.

**Source:** These figures are based on comparisons of the total number of employed adults holding these occupations over time. Some studies estimate job growth based on occupational requirements for STEM knowledge collected by the Occupation Information Network (O\*NET) or estimate labor shortages based on job openings. The Bureau of Labor Statistics projects continued growth of jobs in almost all STEM occupations.

# Form 2: Operating Budget Enhancement Requests

## FY 2022 Agency Budget Submission



Complete a separate Form 2 for each enhancement request in your submission.

### SECTION I. OVERVIEW

Required for ALL requests

ENHANCEMENT TITLE\*

## WORKFORCE PREPARATION AND TRAINING

ENHANCEMENT PRIORITY\*

4 OUT OF 4

AGENCY\*

The University of the District of Columbia (UDC)

AGENCY CODE\*

GG0

AGENCY POINT OF CONTACT\*

David Franklin

POINT OF CONTACT EMAIL\*

david.franklin@udc.edu

#### REQUEST TYPE\*

Mark the one request type that best describes this enhancement. No type is preferred over any other, but the questions in Section II: Rationale differ by type.

☐ A. Restore previous budget reduction/one-time funding

☐ B. Increased cost to maintain existing program/activity

☐ C. Operational improvement with strong business case

☒ D. Expand high-performing existing program/activity

☐ E. Completely new program/activity with highly likely or proven positive outcomes for District residents

For these request types, complete Sections I and II only

For these request types, complete Sections I through V

#### FUNDING REQUEST\*

Enter amount of Local Funds requested and indicate whether funds are one-time or recurring.

| FY 2022 PERSONAL SERVICES (PS) | FY 2022 NON-PERSONAL SERVICES (NPS) | FY 2022 TOTAL REQUEST AMOUNT |
|--------------------------------|-------------------------------------|------------------------------|
| \$0                            | \$0                                 | \$300,000                    |

☐ ONE-TIME ☐ PARTIALLY RECURRING ☒ RECURRING

#### FUTURE COSTS\*

If recurring, enter estimated costs over the life of the Financial Plan.

| TOTAL FY 2023 | TOTAL FY 2024 | TOTAL FY 2025 |
|---------------|---------------|---------------|
| \$0           | \$0           | \$0           |

#### ENHANCEMENT SUMMARY\*

In one sentence, tell us what this enhancement is.

UDC must have the capability to provide onsite credential and assessment testing as well as a range of technologically-enhanced skills development, support services, badging, and stackable credentials aligned with in-demand employment opportunities, career and education pathways for District residents with limited levels of educational attainment.

#### ENHANCEMENT IMPACT\*

In one sentence, tell us what the expected positive impact is on District residents

Onsite credential and assessment testing along with technology-enabled software, equipment, and support services will have a dramatic impact on UDC's Workforce Development unit to: 1) track District residents who are seeking demand-driven skills attainment and educational pathways, 2) report success data on job placements and

**AGENCIES:** Please use Form 2 to provide additional details about enhancement requests in your FY 2022 budget submission. This information is an important part of the decision-making process. Well thought-out and reasoned requests are much more likely to receive favorable consideration.

#### FY 2022 Enhancements

As always, we eagerly invite fresh, innovative, evidence-based ideas for improving the quality or efficiency of city services. This is especially true as we face unprecedented challenges resulting from the COVID-19 pandemic.

At the same time, we face significant resource constraints that will drastically limit our ability to fund new initiatives in the FY 2022 budget. Therefore, we are seeking your help in identifying thoughtful, viable cost-saving measures that will afford us the opportunity to continue improving the services we provide to our community.

**Enhancement requests to expand existing programs or activities, or to start completely new programs or activities should include in Section III a budget reduction that offsets the amount of the request in whole or in significant part. Offsetting reductions should be in addition to reductions to meet the agency's MARC. Requests accompanied by viable cost-saving options are much more likely to receive favorable consideration.**

#### REQUIRED SECTIONS

- Sections I and II are required for ALL requests.
- Sections I-V are required for Type D and Type E requests.

**Please remember to submit the Form 2 Summary spreadsheet along with the separate Form 2s for each enhancement by your agency's submission deadline.**

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



or government operations.

employer partnerships, and 3) align, coordinate, and integrate UDC's Workforce Development programs and services with the Workforce Investment Council and other District partners.

### SECTION I. OVERVIEW (continued)

Required for ALL requests

#### SPENDING & STAFFING PLAN\*

List below, or in an attached spreadsheet, what the requested funds would purchase (e.g., personnel, equipment, contracts). For each proposed FTE, list the grade and position type or title. **Double-click the table to open the embedded Excel file.**

| Item       | Description                                   | FTEs | PS        | NPS       | Total     |
|------------|---|------|-----------|-----------|-----------|
| Testing    | On-Site Testing Center                        |      |           | \$72,000  | \$72,000  |
| Technology | Moving WDLL to Banner System                  |      |           | \$100,000 | \$100,000 |
| Analyst    | Technology and Data Analyst (Salaries/Fringe) | 1.0  | \$128,000 |           | \$128,000 |
|            |   |      |           |           |           |
|            |   |      |           |           |           |
| TOTAL      |   | 1.0  | \$128,000 | \$172,000 | \$300,000 |

**SECTION II. RATIONALE***Required for ALL requests***What problem for the District are you aiming to address?\***

With recent economic downturns prior to, during, and post-COVID-19, UDC's Workforce Development must be the strategic educational partner with District agencies to assist youth and adults with barriers gain access to employment opportunities, including career and educational pathways in critical industry sectors identified within Washington DC. The ultimate goal of these strategies needs to support economic prosperity and income mobility.

**What are the reasons why this problem exists?\***

There has not been appropriated funding in UDC's budget specific for Workforce Development efforts. As a result, the Workforce Development unit has not been integrally connected to UDC's systems and platforms which would enable data collection for decision making purposes to develop metrics and a plan which focuses on workforce analysis and sector partnerships, career pathway programs (for youth and adults), service and resource alignment, employer work-based training, and continuous system performance review.

**How does this enhancement address this problem and its underlying causes?\***

This enhancement will support technology and technical support which will allow UDC's Workforce Development unit to build an integrated system ensuring comprehensive recruitment, testing, onboard, support services and communications intended to improve customer engagement, the development of common, value added services designed to increase employability, and focus on skills development for high demand jobs. The added technology will expand access to employment, training, education and supportive services through the utilization data-informed service teams who can link District residents in a seamless fashion to receive initial assessment testing to determine next steps for employment referrals or career pathways.

## Form 2: Operating Budget Enhancement Requests

FY 2022 Agency Budget Submission



### SECTION II. RATIONALE (continued)

Required for ALL requests

#### QUESTIONS SPECIFIC TO ENHANCEMENT TYPE\*

Mark the appropriate enhancement type and use the space below the table to answer the questions for that enhancement type.

| IF YOUR ENHANCEMENT TYPE IS...   | THEN ANSWER THESE QUESTIONS...   |
|--|--|
| <input type="checkbox"/> A. Restore previous budget reduction/one-time funding   | Why is the restoration of this reduction critical for the District at this time? What negative impact will result if this reduction is not restored?   |
| <input type="checkbox"/> B. Increased cost to <u>maintain</u> existing program/activity  | Why are costs increasing to maintain existing levels of service? What are the main cost drivers and what options has the agency already implemented or considered implementing to lower these costs? |
| <input type="checkbox"/> C. Operational improvement with a strong business case  | How will this enhancement help the District save money in this or future fiscal years? How much will it save?  |
| <input checked="" type="checkbox"/> D. Expand high-performing existing program/activity  | Why is this program or activity considered to be high performing? How do the outputs or outcomes compare to those of similar programs within or outside of District government?                      |
| <input type="checkbox"/> E. Completely new program or initiative with highly likely or proven positive outcomes for District residents | What will be the District's return on this investment, as measured by how many and/or which District residents are served, and/or relative social benefit?   |

#### Responses to Questions\*

The District of Columbia must make significant investment in skills development aligned to employment opportunities for job seekers with limited levels of educational attainment. Without this investment, these individuals will face significant risk of continued unemployment as they compete with an oversupply of educated workers.

## SECTION IV. EVALUATION &amp; PERFORMANCE

Required for Type D and E requests

**Required for all enhancement requests to expand existing programs or activities or launch completely new programs or activities. Incomplete submissions will be returned.**

**What evidence supports the likelihood that this enhancement will achieve the desired outcome?\***

Please describe outcomes from similar efforts that have been undertaken before in the District or in other cities. If possible, include formal evaluation studies and lessons learned from both successes and failures in any similar attempts. Provide links to cite your sources.

It is commonly accepted and a proven fact that linked technology systems and dedicated staff expertise contribute to continuous improvement of services that can be provided to job seekers. As such, UDC's Workforce Development unit will be able to advise District residents with comprehensive testing assessment and job credentialing based on in-demand employment needs of local employers. Continuous improvement and tracking eligible participants' abilities on a consistent basis will enable UDC's Workforce Development unit to advise and provide support to the number of job seekers successfully completing career pathway education and training programs in demand industry sectors and occupations. Continuous improvement is accomplished and measured by: 1) increasing the number of programs and credentials resulting in upward mobility/employment; 2) increasing the number District residents who become employed in high-demand, high-wage occupations; 3) fostering cooperation with District partners and employers who are intentionally hiring for new collar positions; 4) offering training-related subsidized employment opportunities to support classroom instruction and improve the marketability of graduates; 5) tracking, reporting and sharing outcome data on industry-recognized certificates/degrees completed, employment gained, job retention, and earnings increases between education, workforce, and human service and economic development systems; and 6) evaluating and publishing training provider outcomes, including credentials attained and employment outcomes.

**EVALUATING ENHANCEMENTS**

As part of the budget formulation process, OBPM will categorize the research evidence you cite based on whether:

- the study design was rigorous, and the study was well implemented;
- the findings are positive and statistically significant; and
- the evidence is based on a model and population similar to the proposed enhancement.

**THE LAB@DC TEAM IS HERE TO HELP!**

Have questions about the evidence? Email [thelab@dc.gov](mailto:thelab@dc.gov) (and CC your budget analyst). The Lab can pre-review evidence, brainstorm future evaluation ideas, offer suggestions on where to look for evidence, and help you think through the evidence you've found.

|    | A  | B                                      | C  | D             |
|----|--|--|--|---------------|
| 1  | Attachment 4(a) Cellular Device List FY 2021 (Full Year) |  |  |               |
| 2  |  |  |  |               |
| 3  | User name  | Title                                  | Department                                     | Total Charges |
| 4  |  |  |  |               |
| 5  | RONALD CULMER  | Deputy Chief                           | Office of Public Safety & Emergency Management | 1,396.11      |
| 6  | EMANUEL YEOMAN   | Maintenance Specialist                 | Facilities & Real Estate                       | 1,470.14      |
| 7  | ALEX GARRETT   | Capital Program Administer             | Capital Projects                               | 500.43        |
| 8  | WENDELL HOLMES   | MAINTENANCE MECHANIC                   | Campus Services                                | 599.12        |
| 9  | CILFTON BROWNE   | Maintenance Mechanic/Locksmith         | Facilities & Real Estate                       | 993.14        |
| 10 | NELSON JACKSON   | Sergeant                               | Office of Public Safety & Emergency Management | 500.43        |
| 11 | RAJEEV BANSAL  | Dir Institutional Res., Data M         | Institutional Research                         | 599.12        |
| 12 | JANICE JACKSON   | Academic Advisor                       | Community College                              | 599.12        |
| 13 | DOMINA GLENN   | Student Success Specialist             | Division of Student Development and Success    | 599.12        |
| 14 | MARLA WYCHE  | Associate Director for Career Services | Student Development and Success                | 205.84        |
| 15 | IDONO GBENRO   | Admission Counselor                    | Enrollment Management                          | 480.12        |
| 16 | GLORIA BETTS   | Student Accounts Specialist            | Office of the Chief Financial Officer          | 599.12        |
| 17 | CARLTON CROCKETT   | Sr. Program Coordinator                | CAUSES   | 599.12        |
| 18 | BYRON TYER   | Information Technology Specialist      | Information Technology                         | 600.16        |
| 19 | JAMES JACKSON  | Human Resources Operations Manager     | Office of Human Resources                      | 599.12        |
| 20 | BRANDON RUSSELL  | Technical Support and Network          | Information Technology                         | 500.43        |
| 21 | CARL MOORE   | Assistant CAO Academic                 | Office of the President                        | 599.12        |
| 22 | MARC STROTHERS   | ASST VP STUD AFFAIRS                   | Student Development and Success                | 599.12        |
| 23 | ANGELA WADE  | Database Administrator                 | Information Technology                         | 993.98        |
| 24 | URSULA MARTIN  | Executive Assistant/Project Manager    | Office of Human Resources                      | 334.84        |
| 25 | MOHAMED HALLACK  | Project Assistant                      | CAUSES   | 327.34        |
| 26 | MARIEO FOSTER  | DIR OF PUB SAF/CHIEF OF POLICE         | Office of Public Safety & Emergency Management | 108.43        |
| 27 | DEBORAH SULLIVAN   | Vice President Talent Management       | Office of Human Resources                      | 500.43        |
| 28 | GREGORY COOPER   | Project Specialist                     | CAUSES   | 699.80        |
| 29 | MICHAEL WARREN   | Fitness Specialist                     | Student Development and Success                | 600.30        |
| 30 | SEQUOYAH ADEBAYO   | Director Veterans Affairs              | Student Development and Success                | 599.12        |
| 31 | BRIAN GRAHAM   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 32 | TIMIYA GREENFIELD  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 33 | BRANDON MCCLANEY   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 34 | TYRA GLEATON   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 35 | JOSEPH DIAZ  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 36 | DARIUS JACKSON   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 37 | BRIAN ALSTON   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 38 | ANTHONY JIMENEZ-MENENDEZ                                 | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 39 | BRIAN HEDRICK  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 40 | WILLIAM MITCHELL   | Police Officer                         | Office of Public Safety & Emergency Management | 894.02        |
| 41 | LAKESHA THOMPSON   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 42 | BILLY GREER  | Police Officer                         | Office of Public Safety & Emergency Management | 132.28        |
| 43 | ANTONIO BRIDGES  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 44 | JOHN DODD  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 45 | VIDERA WASHINGTON  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 46 | BARBARA TERRY  | Campus Service Operation Manager       | Facilities & Real Estate                       | 900.22        |
| 47 | MATTHEW GARDINE  | ASST FARM MANAGER                      | Office of Public Safety & Emergency Management | 479.45        |
| 48 | SCOTT THOMPSON   | Supervisory Officer, SGT               | Office of Public Safety & Emergency Management | 670.01        |
| 49 | SENAI SIMON  | Manager Auxiliary Services             | Auxiliary Services                             | 599.12        |
| 50 | AVETTA WHITE   | Counselor                              | Community College                              | 599.12        |
| 51 | WAYNE LUCAS  | Desktop Support Technician             | Information Technology                         | 599.12        |
| 52 | RONALD CULMER  | Deputy Chief                           | Office of Public Safety & Emergency Management | 480.92        |
| 53 | MELINDA JENNINGS   | Director, Student Life                 | Student Development and Success                | 892.46        |
| 54 | REBA LEE BRIAN   | Executive Director                     | Office of the President                        | 481.86        |
| 55 | DEBORAH SULLIVAN   | Vice President Talent Management       | Office of Human Resources                      | 480.12        |
| 56 | DONI RUSSELL   | Coordinator STUD OUT LDRS DEV          | Student Development and Success                | 480.12        |
| 57 | JACQUELINE WILLIAMS                                      | COMMUNICATIONS SPECIALIST              | Office of the President                        | 892.46        |
| 58 | DANIEL HALL  | Program Coordinator                    | Workforce Development                          | 603.52        |
| 59 | ERIC JOHNSON   | Staff Assistant                        | Community College                              | 599.12        |
| 60 | SIMONE GRANT   | Head Women's XC/Track & Field Coach    | Athletics                                      | 892.46        |
| 61 | ROY LYCORISH   | Logistics and Research Associate       | CAUSES   | 1,005.50      |

|     | A                           | B                                      | C  | D        |
|-----|-----------------------------|--|--|----------|
| 62  | SYLVESTER OTIJI             | Adjunct Instructor                     | Workforce Development                          | 603.52   |
| 63  | SHELLY BRODERICK            | Professor                              | David A Clarke School of Law                   | 480.12   |
| 64  | DEREK ANDREWS               | Career Counselor                       | Workforce Development                          | 599.12   |
| 65  | ANTHONY COLLINS             | Maintenance and Operations Sup         | Campus Services                                | 599.12   |
| 66  | RONALD MASON                | President                              | Office of the President                        | 241.37   |
| 67  | AVIS RUSSELL                | Acting General Counsel                 | Office of the General Counsel                  | 892.46   |
| 68  | CETRINA SMITH               | Captain                                | Office of Public Safety & Emergency Management | 500.43   |
| 69  | RADHAMES MEDINA             | MAINTENANCE MECHANIC                   | Campus Services                                | 1,579.77 |
| 70  | ELDRED GARNETT              | Maintenance Mechanic Team Lead         | Facilities & Real Estate                       | 721.00   |
| 71  | LESLIE PINYAN               | DATABASE ADMINISTRATOR                 | Information Technology                         | 500.43   |
| 72  | DIANE HYMAN                 | Associate Dean of Operations.Assoc     | CAUSES   | 478.77   |
| 73  | HERMINA PETERS              | DEAN OF STUD ACHIEVEMENT               | Community College                              | 892.46   |
| 74  | SURESH MURUGAN              | Vice President, Information Technology | Information Technology                         | 226.32   |
| 75  | THOMAS LICATA               | Assistant Professor, Music Program     | College of Arts and Sciences                   | 599.12   |
| 76  | MATTHEW THOMPSON            | HEAD SOCCER COACH                      | Athletics                                      | 600.24   |
| 77  | JOANN FORBES                | Secretary to AVP-SD                    | Division of Student Development and Success    | 599.12   |
| 78  | LATOSHA BALDWIN             | Assistant Director, Student Su         | Student Development and Success                | 599.12   |
| 79  | RONNIE HAYES                | Transportation Assistant               | Campus Services                                | 599.12   |
| 80  | HARRIS TROBMAN              | Project Specialist (Green Tech)        | CAUSES   | 599.12   |
| 81  | REGINALD FRAZIER            | Maintenance Mechanic Team Lead         | Campus Services                                | 599.12   |
| 82  | THOMAS WHEET                | Logistics and Research                 | CAUSES   | 599.12   |
| 83  | THOMAS WHEET                | Logistics and Research                 | CAUSES   | 487.95   |
| 84  | JEFFERY FLEMING             | Associate Dean                         | College of Arts and Sciences                   | 599.12   |
| 85  | MORRIS THOMAS               | ASSOCIATE PROFESSOR                    | Learning Resources                             | 599.12   |
| 86  | CARMEN HERNANDEZ-CANDELARIO | Staff Assistant                        | CAUSES   | 599.12   |
| 87  | SABINE OHARA                | Distinguish Professor                  | CAUSES   | 998.62   |
| 88  | RAYSA LEER                  | Exe. Dir of Business Affairs           | Office of the President                        | 500.78   |
| 89  | RAJEEV BANSAL               | Dir Institutional Res., Data M         | Title III Office                               | 480.12   |
| 90  | CLAYTON MCLAUGHLIN          | Disability Counselor                   | Student Development and Success                | 599.12   |
| 91  | ASHLEY MILTON               | Project Specialist                     | CAUSES   | 599.12   |
| 92  | JEROME SHELTON              | Board of Trustee Member                | Office of the Board of Trustees                | 480.16   |
| 93  | ANTHONY TARD                | Board of Trustee Member                | Office of the Board of Trustees                | 480.12   |
| 94  | AKIA EMBRY                  | Director, Employee and labor Relations | Office of Human Resources                      | 301.52   |
| 95  | BILL TUOHY                  | Supervisory Information Techno         | Learning Resources                             | 599.12   |
| 96  | UDC BELTSVILLE FARM 2       |  | CAUSES   | 480.12   |
| 97  | UDC BELTSVILLE FARM 1       |  | CAUSES   | 480.16   |
| 98  | AMOS DORBOR                 | Senior Destop Technician               | Information Technology                         | 3,089.73 |
| 99  | MARY A HARRIS               | DIR OF CONTRACTING & PROC.             | Office of Strategic Sourcing and Procurement   | 500.43   |
| 100 | LEAYETTE PATRICE BUCHANAN   | OFFSET DUP PRESS OPR                   | Campus Services                                | 699.80   |
| 101 | DANNY MEDINA                | Maintenance Mechanic                   | Auxiliary Services                             | 1,002.73 |
| 102 | DAVID DUNCAN                | Warehouse SHP/REC Clerk                | Campus Services                                | 631.02   |
| 103 | JAMES EWINGS                | Warehouse Manager, Shipping ad         | Campus Services                                | 601.42   |
| 104 | MELBA BROOME                | Director LRD                           | Learning Resources                             | 1,273.58 |
| 105 | MARIA BYRD                  | Executive Director                     | Institutional Research                         | 599.12   |
| 106 | SHERMAN COOK                | Site Director                          | Workforce Development                          | 892.46   |
| 107 | ALEX BAKO                   | Dir. Risk Management                   | Office of the General Counsel                  | 601.11   |
| 108 | ANGELA SMITH                | Police Officer                         | Office of Public Safety & Emergency Management | 599.12   |
| 109 | SSB M1 OPSEM                |  | Office of Public Safety & Emergency Management | 599.12   |
| 110 | JANELLE MORROW              | Webmaster                              | Office of of the Chief Operating Officer       | 599.12   |
| 111 | YODIT SEIFU                 | Application Programmer                 | Information Technology                         | 892.46   |
| 112 | LEVITA BASSETT              | Manager                                | Facilities & Real Estate                       | 480.12   |
| 113 | OISM LOANER ONE             |  | Information Technology                         | 480.12   |
| 114 | ALAN WALSH                  | Capital Project Manager                | Capital Projects                               | 599.12   |
| 115 | LEVITA BASSETT              | Manager                                | Facilities & Real Estate                       | 819.80   |
| 116 | CHARLES SMITH               | Manager Information Information        | Institutional Research                         | 599.12   |
| 117 | MAURICE GREEN               | Desktop Support Technician             | Community College                              | 599.12   |
| 118 | LINCOLN ANDRIES             | WAREHOUSE SHP/REC.CLK                  | Campus Services                                | 918.84   |
| 119 | SIMMIE TERRELL              | PNEUMATIC CONTROL ENG                  | Campus Services                                | 721.58   |
| 120 | EDWARD BROWN                | Maintenance Mechanic                   | Facilities & Real Estate                       | 599.12   |
| 121 | ANDY BELACHEW               | Campus Service Operation Manager       | Facilities & Real Estate                       | 930.39   |
| 122 | TERESA TURNER               | Program Coordinator of Snap Ed         | CAUSES   | 601.77   |

|     | A                        | B   | C  | D        |
|-----|--------------------------|---|--|----------|
| 123 | SENAI SIMON              | Manager Auxiliary Services                            | Auxiliary Services                                       | 396.24   |
| 124 | HATTIE ROGERS            | HUMAN RESOURCES SPEC EMP BEN                          | Office of Human Resources                                | 360.14   |
| 125 | WILLIAM HARE             | Associate Dean of Programs/Ass                        | CAUSES   | 898.52   |
| 126 | TIMOTHY MILLNER          | Director, Capital Projects                            | Facilities & Real Estate                                 | 311.90   |
| 127 | EDITH WESTFALL           | Associate Dean, WDLL                                  | Workforce Development                                    | 599.12   |
| 128 | JAVIER DUSSAN            | Vice President of Facilities & Real Estate Management | Office of Facilities & Real Estate Management/Operations | 248.78   |
| 129 | ANDREW EISENLOHR         | Deputy Chief Operating Officer                        | Office of the Chief Operating Officer                    | 658.81   |
| 130 | ERICA WRIGHT             | Assistant General Counsel                             | Office of the General Counsel                            | 599.12   |
| 131 | QUINTINA PURNELL         | Administrative Assistant                              | Workforce Development                                    | 587.52   |
| 132 | ANDREA JENKINS           | Associate Director Student Center                     | Student Development and Success                          | 366.22   |
| 133 | MCHEZAJI AXUM            | Director, Center for Urban Agr                        | CAUSES   | 892.46   |
| 134 | DEBBIE SPENCER           | Staff Assistant                                       | Information Technology                                   | 599.12   |
| 135 | SERENA BUTLER-JOHNSON    | Director, Counseling Center                           | Student Development and Success                          | 892.46   |
| 136 | REBECCA BANKHEAD         | Director, Center of 4H & Youth                        | CAUSES   | 599.12   |
| 137 | ALOYSIUS REGIS           | Manager Telecom                                       | Information Technology                                   | 1,393.07 |
| 138 | DAVID MOORE              | Maintenance Mechanic                                  | Facilities & Real Estate                                 | 906.54   |
| 139 | BYRON TYER               | Information Technology Specialist                     | Information Technology                                   | 480.12   |
| 140 | JANET SPAIN              | Volunteer and Data Associate                          | CAUSES   | 509.70   |
| 141 | MICHAEL RILEY            | Head, Men's Basketball Coach                          | Athletics  | 805.80   |
| 142 | SIMON BIRD               | Project Specialist / Adjunct Professor                | CAUSES   | 311.90   |
| 143 | TRELUNDA BECKETT         | Special Assistant                                     | Student Development and Success                          | 892.46   |
| 144 | JANELLE MORROW           | Webmaster   | Office of the Chief Operating Officer                    | 480.12   |
| 145 | JAMES MAIDEN             | Acting Associate Dean                                 | CAUSES   | 599.12   |
| 146 | JEFRE HOLMES             | Site Director   | Workforce Development                                    | 599.12   |
| 147 | KIA XIONG                | IT Project Management Schedule                        | Information Technology                                   | 1,117.24 |
| 148 | LENNEITA HAIGLER         | Staff Assistant                                       | CAUSES   | 400.51   |
| 149 | MATTHEW KNIGHT           | SUPERVISORY POLICE OFFICER SGT                        | Office of Public Safety & Emergency Management           | 360.14   |
| 150 | DARIUS BAKER             | Site Director   | Workforce Development                                    | 699.80   |
| 151 | CASSIDY WEITMAN          | Program Coordinator                                   | CAUSES   | 599.12   |
| 152 | JORGE MARQUEZ            | Police Officer  | Office of Public Safety & Emergency Management           | 500.43   |
| 153 | KALON THORNTON           | Police Officer  | Office of Public Safety & Emergency Management           | 500.43   |
| 154 | RAELEENA COLLINGTON      | Adjunct Professor                                     | CAUSES   | 599.12   |
| 155 | ANGELA CHAPPELL          | Information Processor                                 | Admissions Office  | 599.12   |
| 156 | ERICK MYRICK             | Student Account Specialis                             | Office of the Chief Financial Officer                    | 599.12   |
| 157 | SHANTAE JONES            | Student Account Specialist                            | Office of the Chief Financial Officer                    | 599.12   |
| 158 | EDUARDO BERNAL           | Student Accounts Technician                           | Office of the Chief Financial Officer                    | 599.12   |
| 159 | GAIL MAYHEW TURNER       | Information Technology Specialist                     | Information Technology                                   | 894.32   |
| 160 | DEV DAS SHETTY           | Dean  | School of Engineering and Applied Sciences               | 599.12   |
| 161 | DERRECK JORDAN           | Employer Outreach Coordinator                         | Office of Career Services                                | 894.79   |
| 162 | WILLIAM POLLARD          | COMMUNICATIONS SPECIALIST                             | Office of Public Safety & Emergency Management           | 360.24   |
| 163 | SCOTT THOMPSON           | Supervisory Officer, SGT                              | Office of Public Safety & Emergency Management           | 360.12   |
| 164 | PAMELA BUTLER            | Rehabilitation Specialist                             | Division of Student Development and Success              | 180.56   |
| 165 | PATRICK GUSMAN           | Executive Director                                    | Office of the President                                  | 500.43   |
| 166 | JUANITA GRAY             | DIRECTOR  | Government Relations                                     | 500.43   |
| 167 | FRENIKA RIVERS           | Executive Secretary                                   | Office of the Board of Trustees                          | 599.12   |
| 168 | EDDIE WHITAKER           | Capital Procurement Manager                           | Office of Strategic Sourcing and Procurement             | 500.43   |
| 169 | MATTHEW RICHARDSON       | Assistant Director for Urban A                        | CAUSES   | 892.46   |
| 170 | RUSSELL BRANDON TEST PH  | Technical Support and Network                         | Information Technology                                   | 599.12   |
| 171 | ROBERT PARKER            | BOILER PLANT OPERATOR LEADER                          | Facilities & Real Estate                                 | 892.46   |
| 172 | MAJEEDA AL-JABBAR        | Site Director   | Workforce Development                                    | 892.46   |
| 173 | ROBIN SHARPS             | Accounts Payable Supervisor                           | Chief Financial Officer                                  | 599.12   |
| 174 | RODERICK FUQUAY          | Desktop Support Tech                                  | Information Technology                                   | 480.77   |
| 175 | RALPH BELTON             | Chairperson, Architecture and Planning                | CAUSES   | 599.12   |
| 176 | JOANNA EDWARDS           | CAPITAL PROJECTS MANAGER                              | Capital Projects   | 760.75   |
| 177 | JOSIE HOOVER             | Compliance Officer                                    | General Counsel  | 331.32   |
| 178 | LETITIA WILLIAMS         | Asst. V.P. Student Development                        | Student Development and Success                          | 902.28   |
| 179 | CALVIN STOVER            | Director, Employee & labor                            | Office of Human Resources                                | 599.12   |
| 180 | JEANNETTA BOWMAN CLAYTON | HRIS Specialist                                       | Office of Human Resources                                | 892.46   |
| 181 | RIKA HOLMES              | Project Assistant                                     | Student Development and Success                          | 350.87   |
| 182 | ANGELA WADE              | Database Administrator                                | Information Technology                                   | 480.16   |
| 183 | NOVAE SYLVA              | Student Intern  | CAUSES   | 451.22   |

|     | A                      | B  | C  | D      |
|-----|------------------------|--|--|--------|
| 184 | TINA TWYMAN            | HR Manager   | Office of Human Resources                      | 296.31 |
| 185 | KIMBERLY TUTTLE        | Assistant Professor                                      | CAUSES   | 480.40 |
| 186 | MACKENZIE ROGERS       | HR Assistant   | Office of Human Resources                      | 719.12 |
| 187 | WHITNEY WILSON         | Talent Specialist  | Office of Human Resources                      | 599.12 |
| 188 | DOMINIQUE JACKSON      | HR Assistant   | Office of Human Resources                      | 599.12 |
| 189 | EBERE IWUAGWU          | Admin Assistant  | CAUSES   | 599.12 |
| 190 | AMBER HUGHES           | Talent Specialist  | Office of Human Resources                      | 599.12 |
| 191 | APRIL COLE             | Financial Aid Counselor                                  | Enrollment Management                          | 599.12 |
| 192 | KATHY MOSLEY           | Financial Aid Counselor                                  | Enrollment Management                          | 892.46 |
| 193 | WANDA PITTMAN          | Pay Services Manager                                     | Office of Human Resources                      | 892.46 |
| 194 | OMAR HARROD            | Lead Recruitment Specialist                              | Enrollment Management                          | 599.68 |
| 195 | BRANDON RUSSELL        | Technical Support and Network                            | Information Technology                         | 480.12 |
| 196 | ALYCE MCFARLAND        | Financial Aid Counselor                                  | Enrollment Management                          | 599.12 |
| 197 | NAILAH WILLIAMS        | Interim Associate Vice President for Enrollment Services | Enrollment Management                          | 892.74 |
| 198 | MONIQUE GUILLORY       | Senior VP, Chief of Staff                                | Office of the President                        | 919.03 |
| 199 | GIANA HENDRICK         | Executive Assistant                                      | Community College                              | 480.12 |
| 200 | GIANA HENDRICK         | Executive Assistant                                      | Community College                              | 599.12 |
| 201 | SPENCER DEBBIE         | Administrative Specialist                                | Information Technology                         | 509.79 |
| 202 | MARIE NKUMBE           | Program System Specialist                                | Chief Financial Officer                        | 602.20 |
| 203 | CORETTA TREXLER        | Marketing and Communications Assistant                   | CAUSES   | 599.12 |
| 204 | ANNA FRANZ             | Assistant Professor                                      | CAUSES   | 480.27 |
| 205 | RICHARD MBAKOP         | IT Specialist  | Community College                              | 599.12 |
| 206 | DIANA DAKIK            | Project Specialist                                       | CAUSES   | 311.90 |
| 207 | ANWAR ATRASH           | Information Technology Engineer                          | Information Technology                         | 599.12 |
| 208 | THEODORE MAHAFFEY      | Head, Men's and Women's Tennis                           | Athletics                                      | 807.48 |
| 209 | TRINICE MCNALLY        | Dir. Multicultural Affairs and Diversity                 | Student Development and Success                | 699.80 |
| 210 | JOEL PHILLIP           | Head, Cross Country and Track                            | Athletics                                      | 599.12 |
| 211 | JHAMED OWENS           | RESIDENTIAL LIFE ADVISOR                                 | Student Development and Success                | 599.12 |
| 212 | DENISE SLAUGHTER       | Special Assistant to the Provost                         | Provost Office - Academic Affairs              | 996.26 |
| 213 | TIFFANY WILSON         | Dorm Monitor   | Student Development and Success                | 599.12 |
| 214 | KATHY DIXON            | Assistant Professor                                      | CAUSES   | 599.12 |
| 215 | JEFFERY SINGLEY        | PLUMBER  | Facilities & Real Estate                       | 646.81 |
| 216 | NATASHA BENNETT        | Instructor   | DACSL Dean-Faculty                             | 599.12 |
| 217 | JAYDE WHITING          | RESIDENTIAL LIFE ADVISOR                                 | Student Development and Success                | 599.40 |
| 218 | SABRINA FULGHUM        | Direct of Recruitment and Admissions                     | Office of Enrollment Services                  | 162.53 |
| 219 | CASSANDRA PARKER       | Capital Program Officer                                  | Capital Projects                               | 480.12 |
| 220 | JON NILES              | Outreach Coordinator                                     | Office of Career Services                      | 605.74 |
| 221 | WILLIAM POLLARD        | COMMUNICATIONS SPECIALIST                                | Office of Public Safety & Emergency Management | 500.71 |
| 222 | DONTA THORNTON         | Staff Assistant  | CAUSES   | 601.08 |
| 223 | DERWAYNE HENRY         | Marketing and Communications Manager                     | CAUSES   | 599.12 |
| 224 | ERIC ZEDALIS           | Assistant Director of Athletics                          | Athletics                                      | 480.12 |
| 225 | MIRANDA DESMARALS      | Program Coordinator of Snap Ed                           | CAUSES   | 599.12 |
| 226 | ANDREW CARSON          | Data and Assessment Manager                              | CAUSES   | 819.84 |
| 227 | RODGER COLBERT         | Head Coach, Lacrosse (Men)                               | Department of Intercollegiate Athletics        | 599.12 |
| 228 | NAKIA PUGH             | ASSOCIATE REGISTRAR                                      | Office of the Registrar                        | 480.12 |
| 229 | TIFFANY COOPER         | Registrar  | Enrollment Management                          | 480.12 |
| 230 | WILLIAM LATHAM         | Chief Student Development & Success Officer              | Office of the President                        | 480.12 |
| 231 | DONI RUSSELL           | Coordinator STUD OUT LDRS DEV                            | Student Development and Success                | 752.80 |
| 232 | STATEGIC SERV RUGGED 2 |  | Office of Public Safety & Emergency Management | 480.12 |
| 233 | STATEGIC SERV RUGGED 4 |  | Office of Public Safety & Emergency Management | 480.16 |
| 234 | DIANA HOUSEIN          | SEVIS Coordinator  | Student Development and Success                | 892.74 |
| 235 | STATEGIC SERV RUGGED 1 |  | Office of Public Safety & Emergency Management | 480.12 |
| 236 | STATEGIC SERV RUGGED 5 |  | Office of Public Safety & Emergency Management | 482.40 |
| 237 | LESLIE PINYAN          | DATABASE ADMINISTRATOR                                   | Information Technology                         | 481.35 |
| 238 | FRANCESCA ALES         | Clinical Services Coordinator                            | Counseling and Wellness Center                 | 831.25 |
| 239 | TOLESSA DEKSISSA       | Director, WRRI   | CAUSES   | 600.00 |
| 240 | TESFAYE MESKEL         | Motor Vehicle Operator (Mail C                           | Facilities & Real Estate                       | 599.12 |
| 241 | SHAUNA BREW            | Auxiliary Services Business Manager                      | Facilities & Real Estate                       | 480.12 |
| 242 | ANNA FRANZ             | Assistant Professor                                      | CAUSES   | 599.12 |

|     | A                            | B   | C  | D        |
|-----|------------------------------|---|--|----------|
| 243 | ALISHA MITCHELL              | Student Success Specialist                      | Office of the Registrar                        | 599.12   |
| 244 | ANNIE WHATLEY                | Asst. VP External Relations                     | Government Relations                           | 892.46   |
| 245 | MASHONDA SMITH               | Dean  | Workforce Development                          | 892.46   |
| 246 | ALFRED CAVANAUGH             | Information Technology Compliance               | Information Technology                         | 599.12   |
| 247 | JACQUELINE WILLIAMS          | COMMUNICATIONS SPECIALIST                       | Office of the President                        | 480.12   |
| 248 | JEREMY WOOD                  | Rehabilitation Counselor                        | Community College                              | 599.12   |
| 249 | ANGELA KENION WYNN           | Management Assistant                            | Office of the Registrar                        | 599.12   |
| 250 | TIMOTHY HATCHETT             | Assistant Vice President Student Success        | Student Development and Success                | 500.43   |
| 251 | CAROLINE OYUYO               | Management Specialist                           | Office of the Registrar                        | 599.12   |
| 252 | STEPHANIE DAVIS              | Data Processing and Document Manager            | Admissions Office                              | 599.12   |
| 253 | STATEGIC SERV RUGGED 3       |   | Office of Public Safety & Emergency Management | 480.27   |
| 254 | STATEGIC SERV RUGGED 6       |   | Office of Public Safety & Emergency Management | 480.16   |
| 255 | PAULETTE WOOTEN-MARTIN       | Career Counselor                                | Workforce Development                          | 599.12   |
| 256 | ALIYA HASSELL                | Financial Aid Counselor                         | Financial Aid Office                           | 599.12   |
| 257 | CETRINA SMITH                | Captain   | Office of Public Safety & Emergency Management | 360.12   |
| 258 | BRIAN BARNES                 | Project Assistant                               | CAUSES   | 80.21    |
| 259 | ANDRE MYERS                  | Head Coach Swimming/Aquatic                     | Athletics                                      | 599.12   |
| 260 | KATRINA JOHNSON              | Financial Aid Compliance Officer                | Financial Aid Office                           | 599.12   |
| 261 | CHARLES AMERSON              | Director Student Center                         | Student Development and Success                | 599.12   |
| 262 | JOHN GORDON                  | Director, Communications                        | Office of the President                        | 133.91   |
| 263 | JOEL STREET                  | Student Services Coordinator                    | Enrollment Management                          | 599.12   |
| 264 | ALFREDA ELLIS                | Financial Aid Counselor                         | Financial Aid Office                           | 599.12   |
| 265 | CHARLES SUTTON               | Director, Title III                             | Office of the President                        | 138.98   |
| 266 | KAMRAN ZENDEHDEL             | Acting Director                                 | CAUSES   | 892.74   |
| 267 | EVETTE DAVIS                 | MailRoom Clerk                                  | Campus Services                                | 599.12   |
| 268 | KELITA BOYD                  | Executive Assistant                             | Student Development and Success                | 480.12   |
| 269 | ELDISHA BRANDY               | Program Coordinator                             | Workforce Development                          | 174.96   |
| 270 | CYNTHIA MUHAMMAD             | Grants Management Specialist                    | Office of Special Programs                     | 599.12   |
| 271 | SHAWNDA SANFORD              | Staff Assistant                                 | Counseling and Wellness Center                 | 599.12   |
| 272 | SAVENA FULLER                | Student Intern                                  | CAUSES   | 252.30   |
| 273 | RAJAY LINHSAY                | Student Intern                                  | CAUSES   | 252.30   |
| 274 | TERESA MERZ                  | Staff Assistant                                 | CAUSES   | 719.12   |
| 275 | KELITA BOYD                  | Executive Assistant                             | Student Development and Success                | 893.39   |
| 276 | YAHYA MADYUN                 | Asst. Director, Center for 4H                   | CAUSES   | 599.12   |
| 277 | RONALD CULMER                | Deputy Chief                                    | Office of Public Safety & Emergency Management | 480.12   |
| 278 | ORLANDO TREADWELL            | Commander/Training Director                     | Office of Public Safety & Emergency Management | 480.12   |
| 279 | CHRISTOPHER BROWN            | Supervisory Police Officer, SGT                 | Office of Public Safety & Emergency Management | 480.12   |
| 280 | STRAT SERV BUREAU 1          |   | Office of Public Safety & Emergency Management | 480.12   |
| 281 | DANYAL EISENBRAND            | Staff Assistant                                 | CAUSES   | 599.12   |
| 282 | MARLENA WRIGHT               | Assistant Director of Athletic                  | Athletics                                      | 694.10   |
| 283 | JOEL STREET                  | Student Services Coordinator                    | Enrollment Management                          | 480.28   |
| 284 | BARBARA GREGORY              | Staff Assistant                                 | Facilities & Real Estate                       | 932.20   |
| 285 | EVOLA BATES                  | Chief of Staff                                  | Office of the President                        | 500.43   |
| 286 | CAITLIN ARLOTTA              | Research Assistant                              | CAUSES   | 599.12   |
| 287 | ALISON MICHIE                | Assistant Director                              | Athletics                                      | 607.08   |
| 288 | TIMOTHY HARRISON             | Resident Banner Functional Spe                  | Student Development and Success                | 480.37   |
| 289 | STEPHANIE DAVIS              | Data Processing & Document Man                  | Admissions Office                              | 480.12   |
| 290 | QUINTIN VEASLEY              | DIRECTOR  | Title III Office                               | 599.42   |
| 291 | LORI MORGAN                  | Budget Director                                 | Chief Financial Officer                        | 599.12   |
| 292 | JESSIE PRICE                 | Project Manager                                 | Community College                              | 480.26   |
| 293 | LAWRENCE POTTER              | CHIEF ACADEMIC OFFICER                          | Provost Office - Academic Affairs              | 563.33   |
| 294 | VICTOR MCCRAY                | Vice President, Research and Sponsored Programs | Chief Academic Officer                         | 599.12   |
| 295 | MICHAEL ROGERS               | Executive Director                              | Information Technology                         | 480.12   |
| 296 | JUANITA GRAY RA DORM MONITOR | DIRECTOR  | Government Relations                           | 599.12   |
| 297 | RONALD MASON                 | President                                       | Office of the President                        | 500.71   |
| 298 | KIERA ORTIZ                  | Program Coordinator                             | CAUSES   | 437.93   |
| 299 | BRIAN CONNELL                | Budget Officer                                  | Office of the Chief Financial Officer          | 339.20   |
| 300 | MICHAEL ROGERS               | Executive Director                              | Information Technology                         | 1,516.11 |
| 301 | MATTHEW KNIGHT               | SUPERVISORY POLICE OFFICER SGT                  | Office of Public Safety & Emergency Management | 110.57   |
| 302 | RONALD CULMER                | Deputy Chief                                    | Office of Public Safety & Emergency Management | 360.12   |

|     | A                        | B  | C  | D        |
|-----|--------------------------|--|--|----------|
| 303 | RODERICK FUQUAY          | Desktop Support Tech                             | Information Technology                         | 892.46   |
| 304 | GRADY WRIGHT             | Academic Advisor                                 | Student Development and Success                | 932.11   |
| 305 | OLIVIA HARP              | Program Associate                                | CAUSES   | 599.12   |
| 306 | VICTORIA MIROWSKI        | Project Assistant                                | CAUSES   | 541.34   |
| 307 | MONICA GASKIN            | Student Health Services Coordi                   | Health Services - Staff                        | 646.05   |
| 308 | DIEGO LAHAYE             | Extension Agent I                                | CAUSES   | 599.12   |
| 309 | ADRIAN BLACKMON          | Supervisory Officer, LT                          | Office of Public Safety & Emergency Management | 599.12   |
| 310 | NICHOLAS HAYES           | Building Manager                                 | Student Development and Success                | 599.12   |
| 311 | OISM LOANER TWO          |  | Information Technology                         | 480.12   |
| 312 | RALPH BELTON             | Chairperson, Architecture and Planning           | CAUSES   | 480.12   |
| 313 | TERRY BEST               | Staff Assistant                                  | College of Arts and Sciences                   | 601.18   |
| 314 | SANDRA SHANDS STRONG     | Student Development Counselor / Career Counselor | Office of Career Services                      | 1,228.39 |
| 315 | MIFI HOTSPOT IT LOANER 3 |  | Information Technology                         | 480.12   |
| 316 | CASSANDRA PARKER         | Capital Program Officer                          | Capital Projects                               | 892.46   |
| 317 | MICHAEL ROGERS           | Executive Director                               | Information Technology                         | 480.12   |
| 318 | MIFI2200 LOANER2 UDC IT  |  | Information Technology                         | 480.39   |
| 319 | LILLIE MONROE-LORD       | Director, Center of Nutrition,                   | CAUSES   | 892.46   |
| 320 | MARSHELLE HAILSTOCK      | Project Coordinator (Outreach)                   | CAUSES   | 599.12   |
| 321 | PAUL BROWN               | Program Coordinator for Food S                   | CAUSES   | 599.12   |
| 322 | MARIEO FOSTER            | DIR OF PUB SAF/CHIEF OF POLICE                   | Office of Public Safety & Emergency Management | 150.97   |
| 323 | DURELL BAXTER            | Pneumatic Control ENG                            | Facilities & Real Estate                       | 599.84   |
| 324 | MICHELLE HARRIS          | Associate Professor                              | CAUSES   | 599.12   |
| 325 | KATHY DIXON              | Assistant Professor                              | CAUSES   | 480.12   |
| 326 | LISA BURTON              | Police Officer                                   | Office of Public Safety & Emergency Management | 599.12   |
| 327 | MARIA BYRD               | Executive Director                               | Institutional Research                         | 480.12   |
| 328 | WILLIAM LATHAM           | Chief Student Development & Success Officer      | Office of the President                        | 500.43   |
| 329 | HERMAN ODOM              | Employer Outreach Coordinator                    | Workforce Development                          | 599.12   |
| 330 | DAVID FRANKLIN           | Chief Operations Officer                         | Office of the Chief Operating Officer          | 280.89   |
| 331 | DAVID FRANKLIN           | Chief Operations Officer                         | Office of the Chief Operating Officer          | 449.34   |
| 332 | MARGO AMA GIDDENS        | Career Counselor                                 | Workforce Development                          | 599.12   |
| 333 | MARIE BROWN              | Program Assistant                                | Workforce Development                          | 599.12   |
| 334 | DAVID GARNETT            | Director   | Chief Financial Officer                        | 894.30   |
| 335 | ASHLEY MILTON            | Project Specialist                               | CAUSES   | 480.12   |
| 336 | TARA MCNAIR              | Student Success Specialist                       | Division of Student Development and Success    | 599.12   |
| 337 | BREION GOLDSBY HARRIS    | Academic Coach                                   | Division of Student Development and Success    | 599.12   |
| 338 | TIA JEFFREY              | ASSISTANT PROFESSOR                              | CAUSES   | 599.12   |
| 339 | SANDRA GREGG             | Customer Service Specialist                      | Enrollment Management                          | 480.20   |
| 340 | LAURA LEE DAVIDSON       | Director   | Office of Sponsored Programs                   | 599.12   |
| 341 | WILMA THOMPSON           | Office Manager                                   | College of Arts and Sciences                   | 599.12   |
| 342 | NICOLE COX               | Faculty Coordinator                              | Workforce Development                          | 582.79   |
| 343 | PHILIP AGAR              | Project Coordinator                              | CAUSES   | 599.12   |
| 344 | DAVID FRANKLIN           | Deputy Chief Operations Officer                  | Office of the Chief Operating Officer          | 486.31   |
| 345 | MAURICE COOK             | Student Success Specialist                       | Community College                              | 249.52   |
| 346 | DAUNTE MARSHALL          | Student Success Specialist                       | Community College                              | 599.12   |
| 347 | ORLANDO TREADWELL        | Commander/Training Director                      | Office of Public Safety & Emergency Management | 500.43   |
| 348 | ELIZABETH MILLA JORDAN   | Office Manager                                   | Office of Career Services                      | 599.43   |
| 349 | CHRISTOPHER BROWN        | Supervisory Police Officer, SGT                  | Office of Public Safety & Emergency Management | 500.43   |
| 350 | JOSEPH PINKNEY           | Academic Coach/Advisor                           | Division of Student Development and Success    | 599.12   |
| 351 | SAUNDRA CARTER           | Program Director                                 | Student Success/TRIO Programs                  | 599.12   |
| 352 | CORETTA TROXLER          | Marketing and Communications Assistant           | CAUSES   | 480.12   |
| 353 | ROLAND DOTSON            | Coordinator of Employment Services               | Office of Career Services                      | 82.42    |
| 354 | JASMINE FLEMING          | Academic Advisor                                 | Division of Student Development and Success    | 626.73   |
| 355 | SHANTELL FORNEY          | Office Manager                                   | Student Development and Success                | 599.12   |
| 356 | PHOMIKA PALMER           | Alumni Office                                    | Office of the President                        | 599.12   |
| 357 | OPERATIONS CONTINUITY A  |  | Office of Public Safety & Emergency Management | 599.12   |
| 358 | OPERATIONS CONTINUITY B  |  | Office of Public Safety & Emergency Management | 599.12   |
| 359 | KATHERINE GARRISON       | Staff Assistant                                  | Office of the Chief Financial Officer          | 1,091.19 |
| 360 | DIONNE REGIS             | Accounting Manager                               | Office of the Chief Financial Officer          | 599.12   |
| 361 | AKUA JORDAN              | Director of Graduate Recruitment & Operations    | Enrollment Management                          | 763.08   |
| 362 | LISA HOWELL              | Budget Officer                                   | Office of the Chief Financial Officer          | 599.12   |

|     | A                         | B  | C  | D      |
|-----|---------------------------|--|--|--------|
| 363 | WAYNE MONTGOMERY          | Acting Director of Financial Aid             | Enrollment Management                          | 599.12 |
| 364 | NAKIA PUGH                | Associate Registrar                          | Office of the Registrar                        | 608.33 |
| 365 | SHELIA MCKAY              | Admissions Counselor                         | Enrollment Management                          | 892.46 |
| 366 | ANGELITA BOWDEN           | HRIS Assistant                               | Office of Human Resources                      | 307.31 |
| 367 | RONALD WILLIAMS           | Assessment Director                          | Workforce Development                          | 287.31 |
| 368 | DONEVIERE BATTLE          | Employer Outreach Coordinator                | Workforce Development                          | 599.12 |
| 369 | ANDRE EBA                 | Program Support Specialist                   | Workforce Development                          | 638.86 |
| 370 | VICTORIA WORDSWORTH       | Administrative Assistant                     | Workforce Development                          | 892.46 |
| 371 | CHERYL BLAIR              | Administrative Assistant                     | Workforce Development                          | 599.12 |
| 372 | PHILLIP PREMDAS           | Assistant Site Director                      | Workforce Development                          | 599.12 |
| 373 | TIFFANY JOHNSON LARGENT   | Program Specialist                           | CAUSES   | 599.12 |
| 374 | DOUGLAS DAVIS             | Assistant Site Director                      | Workforce Development                          | 713.05 |
| 375 | AMY SCHWEITZER            | Program Specialist                           | CAUSES   | 599.12 |
| 376 | JOHN BROOKS               | Assistant Site Director                      | Workforce Development                          | 599.12 |
| 377 | KEIRA BUTLER              | Administrative Assistant                     | Workforce Development                          | 719.12 |
| 378 | BANAFSHEH DEHDASDHTIZADEH | Sr. Program Coordinator                      | CAUSES   | 599.12 |
| 379 | UDCPS LEX L11             |  | Office of Public Safety & Emergency Management | 349.60 |
| 380 | ANDREA LINTHICUM          | Admission Counselor                          | Enrollment Management                          | 892.46 |
| 381 | LAKEISA STINSON           | Grants Program Manager                       | Office of the Chief Financial Officer          | 599.12 |
| 382 | ASHLEY JONES              | Admission Counselor                          | Enrollment Management                          | 519.47 |
| 383 | IDONO GBENRO              | Admission Counselor                          | Enrollment Management                          | 602.10 |
| 384 | TIFFANY COOPER            | Registrar                                    | Enrollment Management                          | 599.12 |
| 385 | TOINETTE MARSHALL         | Student Employment Coordinator               | Enrollment Management                          | 599.12 |
| 386 | SHALA BUTTS               | Admission Counselor                          | Enrollment Management                          | 786.46 |
| 387 | MACKENZIE ROGERS          | HR Assistant                                 | Office of Human Resources                      | 480.12 |
| 388 | JESSICA GARDNER           | Project & Management Analyst                 | Office of the President                        | 480.12 |
| 389 | DERWAYNE HENRY            | Marketing and Communications Manager         | CAUSES   | 480.12 |
| 390 | JOYCE WALKER              | Program Coordinator                          | Division of Student Development and Success    | 599.12 |
| 391 | SHARON WILLIAMS           | Customer Service Representative              | Community College                              | 599.12 |
| 392 | HATTIE ROGERS             | HUMAN RESOURCES SPEC EMP BEN                 | Office of Human Resources                      | 892.46 |
| 393 | BRITTNEY GREGORY          | Executive Assistant                          | CAUSES   | 599.12 |
| 394 | BOCK SZYMKOWICZ           | Career Counselor, Student Success Services   | Workforce Development                          | 599.12 |
| 395 | RENICA ROBINSON           | Student Success Specialist                   | Workforce Development                          | 599.12 |
| 396 | LUISA MERRILL             | Assistant Site Director                      | CAUSES   | 599.12 |
| 397 | JULIUS MARTIN             | Asst. Director                               | Workforce Development                          | 264.73 |
| 398 | KENNETH COOPER            | Academic Advisor                             | CAUSES   | 603.53 |
| 399 | PAMELA WILLIAMS           | Project Assistant                            | CAUSES   | 599.40 |
| 400 | JAMES LEE                 | Volunteer Program Coordinator                | CAUSES   | 892.46 |
| 401 | TAKISHA WILSON            | Career Counselor                             | Office of Career Services                      | 543.55 |
| 402 | ROSALYN WILLIAMS MASSEY   | Administrative Specialist                    | Workforce Development                          | 599.12 |
| 403 | SABRINA SIMMONS           | Student Success Specialist                   | Workforce Development                          | 599.82 |
| 404 | CHANDRA GOODMAN           | Assessment Director                          | Workforce Development                          | 278.94 |
| 405 | BOBBY MARSHALL            | Student Success Specialist                   | Workforce Development                          | 599.12 |
| 406 | MERCY OJUMU               | Family Nurse Practitioner                    | Health Services - Staff                        | 599.12 |
| 407 | LAUREN CROSS              | Counselor                                    | Counseling and Wellness Center                 | 599.12 |
| 408 | ALISON GERBER             | Sr. Program Coordinator, SNAP-Ed             | CAUSES   | 156.98 |
| 409 | LEEANN HALL               | Vice President, Marketing and Communications | Office of the President                        | 792.79 |
| 410 | MITIKU SHIFA              | Comptroller                                  | Office of the Chief Financial Officer          | 599.12 |
| 411 | BRIAN GRAHAM              | Police Officer                               | Office of Public Safety & Emergency Management | 196.18 |
| 412 | PATRICIA BON              | Project Associate                            | CAUSES   | 599.12 |
| 413 | ANDREA LINTHICUM          | Admission Counselor                          | Enrollment Management                          | 130.71 |
| 414 | DANYAL EISENBRANDT        | Staff Assistant                              | CAUSES   | 121.38 |
| 415 | BRITANNY LOCA             | Project Manager                              | CAUSES   | 520.18 |
| 416 | DANYAL EISENBRANDT        | Staff Assistant                              | CAUSES   | 250.40 |
| 417 | RICARDO BROWN             | Associate Dean                               | CAUSES   | 561.73 |
| 418 | OSHANE ORR                | Intern Student                               | CAUSES   | 173.76 |
| 419 | BHUSHAN KULKARNI          | Project Specialist                           | CAUSES   | 173.76 |
| 420 | TIMOTHY HARRISON          | Banner Functional Specialist                 | Enrollment Management                          | 167.84 |
| 421 | LASEAN CLAY ROBINSON      | Student Success Specialist                   | Division of Student Development and Success    | 599.12 |
| 422 | DARRYL HYLTON             | Academic Coach                               | Division of Student Development and Success    | 617.35 |
| 423 | KAYDIAN JONES             | Career Counselor                             | Office of Career Services                      | 599.12 |
| 424 | GIFT MIDDLEBROOKS         | Academic Advisor                             | Division of Student Development and Success    | 599.12 |

|     | A                        | B                          | C  | D      |
|-----|--------------------------|----------------------------|--|--------|
| 425 | PATRICIA GARRETT         | Administrative Specialist  | Division of Student Development and Success  | 599.12 |
| 426 | DEBORAH DESSASO          | Writing Center Director    | Division of Student Development and Success  | 599.12 |
| 427 | ANNE MARIE JEAN BAPTISTE | Assistant Professor        | CAUSES                                       | 599.12 |
| 428 | PIER BROADNAX            | Director, Nursing Program  | CAUSES                                       | 599.12 |
| 429 | PHRONIE JACKSON          | ASSISTANT PROFESSOR        | CAUSES                                       | 599.12 |
| 430 | STEVEL LEE               | Student Success Specialist | Workforce Development                        | 599.12 |
| 431 | KELVIN PAYNE             | Administrative Specialist  | Workforce Development                        | 599.12 |
| 432 | KIMBERLY TUTTLE          | Assistant Professor        | CAUSES                                       | 599.12 |
| 433 | BESSIE STOCKARD          | Associate Professor        | CAUSES                                       | 599.12 |
| 434 | ANIKA HOLMES             | Associate Dean             | Workforce Development                        | 80.21  |
| 435 | MICHAEL DURANT           | Director                   | Workforce Development                        | 599.12 |
| 436 | ELMIRA ASONGWED          | Associate Professor        | CAUSES                                       | 599.12 |
| 437 | ELIZABETH GEARIN         | Project Specialist         | CAUSES                                       | 599.12 |
| 438 | KIM BLANEY BIVINGS       | Student Success Specialist | Workforce Development                        | 599.12 |
| 439 | DENISE JOYNER            | Contract Specialist        | Office of Strategic Sourcing and Procurement | 604.95 |

|    | A  | B                                      | C  | D             |
|----|--|--|--|---------------|
| 1  | Attachment 4(a) Cellular Device List FY 2021 (Full Year) |  |  |               |
| 2  |  |  |  |               |
| 3  | User name  | Title                                  | Department                                     | Total Charges |
| 4  |  |  |  |               |
| 5  | RONALD CULMER  | Deputy Chief                           | Office of Public Safety & Emergency Management | 1,396.11      |
| 6  | EMANUEL YEOMAN   | Maintenance Specialist                 | Facilities & Real Estate                       | 1,470.14      |
| 7  | ALEX GARRETT   | Capital Program Administer             | Capital Projects                               | 500.43        |
| 8  | WENDELL HOLMES   | MAINTENANCE MECHANIC                   | Campus Services                                | 599.12        |
| 9  | CILFTON BROWNE   | Maintenance Mechanic/Locksmith         | Facilities & Real Estate                       | 993.14        |
| 10 | NELSON JACKSON   | Sergeant                               | Office of Public Safety & Emergency Management | 500.43        |
| 11 | RAJEEV BANSAL  | Dir Institutional Res., Data M         | Institutional Research                         | 599.12        |
| 12 | JANICE JACKSON   | Academic Advisor                       | Community College                              | 599.12        |
| 13 | DOMINA GLENN   | Student Success Specialist             | Division of Student Development and Success    | 599.12        |
| 14 | MARLA WYCHE  | Associate Director for Career Services | Student Development and Success                | 205.84        |
| 15 | IDONO GBENRO   | Admission Counselor                    | Enrollment Management                          | 480.12        |
| 16 | GLORIA BETTS   | Student Accounts Specialist            | Office of the Chief Financial Officer          | 599.12        |
| 17 | CARLTON CROCKETT   | Sr. Program Coordinator                | CAUSES   | 599.12        |
| 18 | BYRON TYER   | Information Technology Specialist      | Information Technology                         | 600.16        |
| 19 | JAMES JACKSON  | Human Resources Operations Manager     | Office of Human Resources                      | 599.12        |
| 20 | BRANDON RUSSELL  | Technical Support and Network          | Information Technology                         | 500.43        |
| 21 | CARL MOORE   | Assistant CAO Academic                 | Office of the President                        | 599.12        |
| 22 | MARC STROTHERS   | ASST VP STUD AFFAIRS                   | Student Development and Success                | 599.12        |
| 23 | ANGELA WADE  | Database Administrator                 | Information Technology                         | 993.98        |
| 24 | URSULA MARTIN  | Executive Assistant/Project Manager    | Office of Human Resources                      | 334.84        |
| 25 | MOHAMED HALLACK  | Project Assistant                      | CAUSES   | 327.34        |
| 26 | MARIEO FOSTER  | DIR OF PUB SAF/CHIEF OF POLICE         | Office of Public Safety & Emergency Management | 108.43        |
| 27 | DEBORAH SULLIVAN   | Vice President Talent Management       | Office of Human Resources                      | 500.43        |
| 28 | GREGORY COOPER   | Project Specialist                     | CAUSES   | 699.80        |
| 29 | MICHAEL WARREN   | Fitness Specialist                     | Student Development and Success                | 600.30        |
| 30 | SEQUOYAH ADEBAYO   | Director Veterans Affairs              | Student Development and Success                | 599.12        |
| 31 | BRIAN GRAHAM   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 32 | TIMIYA GREENFIELD  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 33 | BRANDON MCCLANEY   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 34 | TYRA GLEATON   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 35 | JOSEPH DIAZ  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 36 | DARIUS JACKSON   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 37 | BRIAN ALSTON   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 38 | ANTHONY JIMENEZ-MENENDEZ                                 | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 39 | BRIAN HEDRICK  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 40 | WILLIAM MITCHELL   | Police Officer                         | Office of Public Safety & Emergency Management | 894.02        |
| 41 | LAKESHA THOMPSON   | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 42 | BILLY GREER  | Police Officer                         | Office of Public Safety & Emergency Management | 132.28        |
| 43 | ANTONIO BRIDGES  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 44 | JOHN DODD  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 45 | VIDERA WASHINGTON  | Police Officer                         | Office of Public Safety & Emergency Management | 599.12        |
| 46 | BARBARA TERRY  | Campus Service Operation Manager       | Facilities & Real Estate                       | 900.22        |
| 47 | MATTHEW GARDINE  | ASST FARM MANAGER                      | Office of Public Safety & Emergency Management | 479.45        |
| 48 | SCOTT THOMPSON   | Supervisory Officer, SGT               | Office of Public Safety & Emergency Management | 670.01        |
| 49 | SENAI SIMON  | Manager Auxiliary Services             | Auxiliary Services                             | 599.12        |
| 50 | AVETTA WHITE   | Counselor                              | Community College                              | 599.12        |
| 51 | WAYNE LUCAS  | Desktop Support Technician             | Information Technology                         | 599.12        |
| 52 | RONALD CULMER  | Deputy Chief                           | Office of Public Safety & Emergency Management | 480.92        |
| 53 | MELINDA JENNINGS   | Director, Student Life                 | Student Development and Success                | 892.46        |
| 54 | REBA LEE BRIAN   | Executive Director                     | Office of the President                        | 481.86        |
| 55 | DEBORAH SULLIVAN   | Vice President Talent Management       | Office of Human Resources                      | 480.12        |
| 56 | DONI RUSSELL   | Coordinator STUD OUT LDRS DEV          | Student Development and Success                | 480.12        |
| 57 | JACQUELINE WILLIAMS                                      | COMMUNICATIONS SPECIALIST              | Office of the President                        | 892.46        |
| 58 | DANIEL HALL  | Program Coordinator                    | Workforce Development                          | 603.52        |
| 59 | ERIC JOHNSON   | Staff Assistant                        | Community College                              | 599.12        |
| 60 | SIMONE GRANT   | Head Women's XC/Track & Field Coach    | Athletics                                      | 892.46        |
| 61 | ROY LYCORISH   | Logistics and Research Associate       | CAUSES   | 1,005.50      |
| 62 | SYLVESTER OTIJI  | Adjunct Instructor                     | Workforce Development                          | 603.52        |
| 63 | SHELLY BRODERICK   | Professor                              | David A Clarke School of Law                   | 480.12        |
| 64 | DEREK ANDREWS  | Career Counselor                       | Workforce Development                          | 599.12        |
| 65 | ANTHONY COLLINS  | Maintenance and Operations Sup         | Campus Services                                | 599.12        |
| 66 | RONALD MASON   | President                              | Office of the President                        | 241.37        |

|     | A                           | B   | C  | D        |
|-----|-----------------------------|---|--|----------|
| 67  | AVIS RUSSELL                | Acting General Counsel                                | Office of the General Counsel                            | 892.46   |
| 68  | CETRINA SMITH               | Captain   | Office of Public Safety & Emergency Management           | 500.43   |
| 69  | RADHAMES MEDINA             | MAINTENANCE MECHANIC                                  | Campus Services  | 1,579.77 |
| 70  | ELDRED GARNETT              | Maintenance Mechanic Team Lead                        | Facilities & Real Estate                                 | 721.00   |
| 71  | LESLIE PINYAN               | DATABASE ADMINISTRATOR                                | Information Technology                                   | 500.43   |
| 72  | DIANE HYMAN                 | Associate Dean of Operations.Assoc                    | CAUSES   | 478.77   |
| 73  | HERMINA PETERS              | DEAN OF STUD ACHIEVEMENT                              | Community College  | 892.46   |
| 74  | SURESH MURUGAN              | Vice President, Information Technology                | Information Technology                                   | 226.32   |
| 75  | THOMAS LICATA               | Assistant Professor, Music Program                    | College of Arts and Sciences                             | 599.12   |
| 76  | MATTHEW THOMPSON            | HEAD SOCCER COACH                                     | Athletics  | 600.24   |
| 77  | JOANN FORBES                | Secretary to AVP-SD                                   | Division of Student Development and Success              | 599.12   |
| 78  | LATOSHA BALDWIN             | Assistant Director, Student Su                        | Student Development and Success                          | 599.12   |
| 79  | RONNIE HAYES                | Transportation Assistant                              | Campus Services  | 599.12   |
| 80  | HARRIS TROBMAN              | Project Specialist (Green Tech)                       | CAUSES   | 599.12   |
| 81  | REGINALD FRAZIER            | Maintenance Mechanic Team Lead                        | Campus Services  | 599.12   |
| 82  | THOMAS WHEET                | Logistics and Research                                | CAUSES   | 599.12   |
| 83  | THOMAS WHEET                | Logistics and Research                                | CAUSES   | 487.95   |
| 84  | JEFFERY FLEMING             | Associate Dean  | College of Arts and Sciences                             | 599.12   |
| 85  | MORRIS THOMAS               | ASSOCIATE PROFESSOR                                   | Learning Resources                                       | 599.12   |
| 86  | CARMEN HERNANDEZ-CANDELARIO | Staff Assistant                                       | CAUSES   | 599.12   |
| 87  | SABINE OHARA                | Distinguish Professor                                 | CAUSES   | 998.62   |
| 88  | RAYSA LEER                  | Exe. Dir of Business Affairs                          | Office of the President                                  | 500.78   |
| 89  | RAJEEV BANSAL               | Dir Institutional Res., Data M                        | Title III Office   | 480.12   |
| 90  | CLAYTON MCLAUGHLIN          | Disability Counselor                                  | Student Development and Success                          | 599.12   |
| 91  | ASHLEY MILTON               | Project Specialist                                    | CAUSES   | 599.12   |
| 92  | JEROME SHELTON              | Board of Trustee Member                               | Office of the Board of Trustees                          | 480.16   |
| 93  | ANTHONY TARD                | Board of Trustee Member                               | Office of the Board of Trustees                          | 480.12   |
| 94  | AKIA EMBRY                  | Director, Employee and labor Relations                | Office of Human Resources                                | 301.52   |
| 95  | BILL TUOHY                  | Supervisory Information Techno                        | Learning Resources                                       | 599.12   |
| 96  | UDC BELTSVILLE FARM 2       |   | CAUSES   | 480.12   |
| 97  | UDC BELTSVILLE FARM 1       |   | CAUSES   | 480.16   |
| 98  | AMOS DORBOR                 | Senior Destop Technician                              | Information Technology                                   | 3,089.73 |
| 99  | MARY A HARRIS               | DIR OF CONTRACTING & PROC.                            | Office of Strategic Sourcing and Procurement             | 500.43   |
| 100 | LEAYETTE PATRICE BUCHANAN   | OFFSET DUP PRESS OPR                                  | Campus Services  | 699.80   |
| 101 | DANNY MEDINA                | Maintenance Mechanic                                  | Auxiliary Services                                       | 1,002.73 |
| 102 | DAVID DUNCAN                | Warehouse SHP/REC Clerk                               | Campus Services  | 631.02   |
| 103 | JAMES EWINGS                | Warehouse Manager, Shipping ad                        | Campus Services  | 601.42   |
| 104 | MELBA BROOME                | Director LRD  | Learning Resources                                       | 1,273.58 |
| 105 | MARIA BYRD                  | Executive Director                                    | Institutional Research                                   | 599.12   |
| 106 | SHERMAN COOK                | Site Director   | Workforce Development                                    | 892.46   |
| 107 | ALEX BAKO                   | Dir. Risk Management                                  | Office of the General Counsel                            | 601.11   |
| 108 | ANGELA SMITH                | Police Officer  | Office of Public Safety & Emergency Management           | 599.12   |
| 109 | SSB M1 OPSEM                |   | Office of Public Safety & Emergency Management           | 599.12   |
| 110 | JANELLE MORROW              | Webmaster   | Office of of the Chief Operating Officer                 | 599.12   |
| 111 | YODIT SEIFU                 | Application Programmer                                | Information Technology                                   | 892.46   |
| 112 | LEVITA BASSETT              | Manager   | Facilities & Real Estate                                 | 480.12   |
| 113 | OISM LOANER ONE             |   | Information Technology                                   | 480.12   |
| 114 | ALAN WALSH                  | Capital Project Manager                               | Capital Projects   | 599.12   |
| 115 | LEVITA BASSETT              | Manager   | Facilities & Real Estate                                 | 819.80   |
| 116 | CHARLES SMITH               | Manager Information Information                       | Institutional Research                                   | 599.12   |
| 117 | MAURICE GREEN               | Desktop Support Technician                            | Community College  | 599.12   |
| 118 | LINCOLN ANDRIES             | WAREHOUSE SHP/REC.CLK                                 | Campus Services  | 918.84   |
| 119 | SIMMIE TERRELL              | PNEUMATIC CONTROL ENG                                 | Campus Services  | 721.58   |
| 120 | EDWARD BROWN                | Maintenance Mechanic                                  | Facilities & Real Estate                                 | 599.12   |
| 121 | ANDY BELACHEW               | Campus Service Operation Manager                      | Facilities & Real Estate                                 | 930.39   |
| 122 | TERESA TURNER               | Program Coordinator of Snap Ed                        | CAUSES   | 601.77   |
| 123 | SENAI SIMON                 | Manager Auxiliary Services                            | Auxiliary Services                                       | 396.24   |
| 124 | HATTIE ROGERS               | HUMAN RESOURCES SPEC EMP BEN                          | Office of Human Resources                                | 360.14   |
| 125 | WILLIAM HARE                | Associate Dean of Programs/Ass                        | CAUSES   | 898.52   |
| 126 | TIMOTHY MILLNER             | Director, Capital Projects                            | Facilities & Real Estate                                 | 311.90   |
| 127 | EDITH WESTFALL              | Associate Dean, WDLL                                  | Workforce Development                                    | 599.12   |
| 128 | JAVIER DUSSAN               | Vice President of Facilities & Real Estate Management | Office of Facilities & Real Estate Management/Operations | 248.78   |
| 129 | ANDREW EISENLOHR            | Deputy Chief Operating Officer                        | Office of the Chief Operating Officer                    | 658.81   |
| 130 | ERICA WRIGHT                | Assistant General Counsel                             | Office of the General Counsel                            | 599.12   |
| 131 | QUINTINA PURNELL            | Administrative Assistant                              | Workforce Development                                    | 587.52   |

|     | A                        | B  | C  | D        |
|-----|--------------------------|--|--|----------|
| 132 | ANDREA JENKINS           | Associate Director Student Center                        | Student Development and Success                | 366.22   |
| 133 | MCHEZAI AXUM             | Director, Center for Urban Agr                           | CAUSES   | 892.46   |
| 134 | DEBBIE SPENCER           | Staff Assistant  | Information Technology                         | 599.12   |
| 135 | SERENA BUTLER-JOHNSON    | Director, Counseling Center                              | Student Development and Success                | 892.46   |
| 136 | REBECCA BANKHEAD         | Director, Center of 4H & Youth                           | CAUSES   | 599.12   |
| 137 | ALOYSIUS REGIS           | Manager Telecom  | Information Technology                         | 1,393.07 |
| 138 | DAVID MOORE              | Maintenance Mechanic                                     | Facilities & Real Estate                       | 906.54   |
| 139 | BYRON TYER               | Information Technology Specialist                        | Information Technology                         | 480.12   |
| 140 | JANET SPAIN              | Volunteer and Data Associate                             | CAUSES   | 509.70   |
| 141 | MICHAEL RILEY            | Head, Men's Basketball Coach                             | Athletics                                      | 805.80   |
| 142 | SIMON BIRD               | Project Specialist / Adjunct Professor                   | CAUSES   | 311.90   |
| 143 | TRELUNDA BECKETT         | Special Assistant  | Student Development and Success                | 892.46   |
| 144 | JANELLE MORROW           | Webmaster  | Office of the Chief Operating Officer          | 480.12   |
| 145 | JAMES MAIDEN             | Acting Associate Dean                                    | CAUSES   | 599.12   |
| 146 | JEFFRE HOLMES            | Site Director  | Workforce Development                          | 599.12   |
| 147 | KIA XIONG                | IT Project Management Schedule                           | Information Technology                         | 1,117.24 |
| 148 | LENNEITA HAIGLER         | Staff Assistant  | CAUSES   | 400.51   |
| 149 | MATTHEW KNIGHT           | SUPERVISORY POLICE OFFICER SGT                           | Office of Public Safety & Emergency Management | 360.14   |
| 150 | DARIUS BAKER             | Site Director  | Workforce Development                          | 699.80   |
| 151 | CASSIDY WEITMAN          | Program Coordinator                                      | CAUSES   | 599.12   |
| 152 | JORGE MARQUEZ            | Police Officer   | Office of Public Safety & Emergency Management | 500.43   |
| 153 | KALON THORNTON           | Police Officer   | Office of Public Safety & Emergency Management | 500.43   |
| 154 | RAELEENA COLLINGTON      | Adjunct Professor  | CAUSES   | 599.12   |
| 155 | ANGELA CHAPPELL          | Information Processor                                    | Admissions Office                              | 599.12   |
| 156 | ERICK MYRICK             | Student Account Specialis                                | Office of the Chief Financial Officer          | 599.12   |
| 157 | SHANTAE JONES            | Student Account Specialist                               | Office of the Chief Financial Officer          | 599.12   |
| 158 | EDUARDO BERNAL           | Student Accounts Technician                              | Office of the Chief Financial Officer          | 599.12   |
| 159 | GAIL MAYHEW TURNER       | Information Technology Specialist                        | Information Technology                         | 894.32   |
| 160 | DEVIDAS SHETTY           | Dean   | School of Engineering and Applied Sciences     | 599.12   |
| 161 | DERRECK JORDAN           | Employer Outreach Coordinator                            | Office of Career Services                      | 894.79   |
| 162 | WILLIAM POLLARD          | COMMUNICATIONS SPECIALIST                                | Office of Public Safety & Emergency Management | 360.24   |
| 163 | SCOTT THOMPSON           | Supervisory Officer, SGT                                 | Office of Public Safety & Emergency Management | 360.12   |
| 164 | PAMELA BUTLER            | Rehabilitation Specialist                                | Division of Student Development and Success    | 180.56   |
| 165 | PATRICK GUSMAN           | Executive Director                                       | Office of the President                        | 500.43   |
| 166 | JUANITA GRAY             | DIRECTOR   | Government Relations                           | 500.43   |
| 167 | FRENIKA RIVERS           | Executive Secretary                                      | Office of the Board of Trustees                | 599.12   |
| 168 | EDDIE WHITAKER           | Capital Procurement Manager                              | Office of Strategic Sourcing and Procurement   | 500.43   |
| 169 | MATTHEW RICHARDSON       | Assistant Director for Urban A                           | CAUSES   | 892.46   |
| 170 | RUSSELL BRANDON TEST PH  | Technical Support and Network                            | Information Technology                         | 599.12   |
| 171 | ROBERT PARKER            | BOILER PLANT OPERATOR LEADER                             | Facilities & Real Estate                       | 892.46   |
| 172 | MAJEEDA AL-JABBAR        | Site Director  | Workforce Development                          | 892.46   |
| 173 | ROBIN SHARPS             | Accounts Payable Supervisor                              | Chief Financial Officer                        | 599.12   |
| 174 | RODERICK FUQUAY          | Desktop Support Tech                                     | Information Technology                         | 480.77   |
| 175 | RALPH BELTON             | Chairperson, Architecture and Planning                   | CAUSES   | 599.12   |
| 176 | JOANNA EDWARDS           | CAPITAL PROJECTS MANAGER                                 | Capital Projects                               | 760.75   |
| 177 | JOSIE HOOVER             | Compliance Officer                                       | General Counsel                                | 331.32   |
| 178 | LETITIA WILLIAMS         | Asst. V.P. Student Development                           | Student Development and Success                | 902.28   |
| 179 | CALVIN STOVER            | Director, Employee & labor                               | Office of Human Resources                      | 599.12   |
| 180 | JEANNETTA BOWMAN CLAYTON | HRIS Specialist  | Office of Human Resources                      | 892.46   |
| 181 | RIKA HOLMES              | Project Assistant  | Student Development and Success                | 350.87   |
| 182 | ANGELA WADE              | Database Administrator                                   | Information Technology                         | 480.16   |
| 183 | NOVAE SYLVA              | Student Intern   | CAUSES   | 451.22   |
| 184 | TINA TWYMAN              | HR Manager   | Office of Human Resources                      | 296.31   |
| 185 | KIMBERLY TUTTLE          | Assistant Professor                                      | CAUSES   | 480.40   |
| 186 | MACKENZIE ROGERS         | HR Assistant   | Office of Human Resources                      | 719.12   |
| 187 | WHITNEY WILSON           | Talent Specialist  | Office of Human Resources                      | 599.12   |
| 188 | DOMINIQUE JACKSON        | HR Assistant   | Office of Human Resources                      | 599.12   |
| 189 | EBERE IWUAGWU            | Admin Assistant  | CAUSES   | 599.12   |
| 190 | AMBER HUGHES             | Talent Specialist  | Office of Human Resources                      | 599.12   |
| 191 | APRIL COLE               | Financial Aid Counselor                                  | Enrollment Management                          | 599.12   |
| 192 | KATHY MOSLEY             | Financial Aid Counselor                                  | Enrollment Management                          | 892.46   |
| 193 | WANDA PITTMAN            | Pay Services Manager                                     | Office of Human Resources                      | 892.46   |
| 194 | OMAR HARROD              | Lead Recruitment Specialist                              | Enrollment Management                          | 599.68   |
| 195 | BRANDON RUSSELL          | Technical Support and Network                            | Information Technology                         | 480.12   |
| 196 | ALYCE MCFARLAND          | Financial Aid Counselor                                  | Enrollment Management                          | 599.12   |
| 197 | NAILAH WILLIAMS          | Interim Associate Vice President for Enrollment Services | Enrollment Management                          | 892.74   |

|     | A                      | B   | C  | D      |
|-----|------------------------|---|--|--------|
| 198 | MONIQUE GUILLORY       | Senior VP, Chief of Staff                   | Office of the President                        | 919.03 |
| 199 | GIANA HENDRICK         | Executive Assistant                         | Community College                              | 480.12 |
| 200 | GIANA HENDRICK         | Executive Assistant                         | Community College                              | 599.12 |
| 201 | SPENCER DEBBIE         | Administrative Specialist                   | Information Technology                         | 509.79 |
| 202 | MARIE NKUMBE           | Program System Specialist                   | Chief Financial Officer                        | 602.20 |
| 203 | CORETTA TREXLER        | Marketing and Communications Assistant      | CAUSES   | 599.12 |
| 204 | ANNA FRANZ             | Assistant Professor                         | CAUSES   | 480.27 |
| 205 | RICHARD MBAKOP         | IT Specialist                               | Community College                              | 599.12 |
| 206 | DIANA DAKIK            | Project Specialist                          | CAUSES   | 311.90 |
| 207 | ANWAR ATRASH           | Information Technology Engineer             | Information Technology                         | 599.12 |
| 208 | THEODORE MAHAFFEY      | Head, Men's and Women's Tennis              | Athletics                                      | 807.48 |
| 209 | TRINICE MCNALLY        | Dir. Multicultural Affairs and Diversity    | Student Development and Success                | 699.80 |
| 210 | JOEL PHILLIP           | Head, Cross Country and Track               | Athletics                                      | 599.12 |
| 211 | JHAMED OWENS           | RESIDENTIAL LIFE ADVISOR                    | Student Development and Success                | 599.12 |
| 212 | DENISE SLAUGHTER       | Special Assistant to the Provost            | Provost Office - Academic Affairs              | 996.26 |
| 213 | TIFFANY WILSON         | Dorm Monitor                                | Student Development and Success                | 599.12 |
| 214 | KATHY DIXON            | Assistant Professor                         | CAUSES   | 599.12 |
| 215 | JEFFERY SINGLEY        | PLUMBER                                     | Facilities & Real Estate                       | 646.81 |
| 216 | NATASHA BENNETT        | Instructor                                  | DACSL Dean-Faculty                             | 599.12 |
| 217 | JAYDE WHITING          | RESIDENTIAL LIFE ADVISOR                    | Student Development and Success                | 599.40 |
| 218 | SABRINA FULGHUM        | Direct of Recruitment and Admissions        | Office of Enrollment Services                  | 162.53 |
| 219 | CASSANDRA PARKER       | Capital Program Officer                     | Capital Projects                               | 480.12 |
| 220 | JON NILES              | Outreach Coordinator                        | Office of Career Services                      | 605.74 |
| 221 | WILLIAM POLLARD        | COMMUNICATIONS SPECIALIST                   | Office of Public Safety & Emergency Management | 500.71 |
| 222 | DONTA THORNTON         | Staff Assistant                             | CAUSES   | 601.08 |
| 223 | DERWAYNE HENRY         | Marketing and Communications Manager        | CAUSES   | 599.12 |
| 224 | ERIC ZEDALIS           | Assistant Director of Athletics             | Athletics                                      | 480.12 |
| 225 | MIRANDA DESMARALS      | Program Coordinator of Snap Ed              | CAUSES   | 599.12 |
| 226 | ANDREW CARSON          | Data and Assessment Manager                 | CAUSES   | 819.84 |
| 227 | RODGER COLBERT         | Head Coach, Lacrosse (Men)                  | Department of Intercollegiate Athletics        | 599.12 |
| 228 | NAKIA PUGH             | ASSOCIATE REGISTRAR                         | Office of the Registrar                        | 480.12 |
| 229 | TIFFANY COOPER         | Registrar                                   | Enrollment Management                          | 480.12 |
| 230 | WILLIAM LATHAM         | Chief Student Development & Success Officer | Office of the President                        | 480.12 |
| 231 | DONI RUSSELL           | Coordinator STUD OUT LDERS DEV              | Student Development and Success                | 752.80 |
| 232 | STATEGIC SERV RUGGED 2 |   | Office of Public Safety & Emergency Management | 480.12 |
| 233 | STATEGIC SERV RUGGED 4 |   | Office of Public Safety & Emergency Management | 480.16 |
| 234 | DIANA HOUSEIN          | SEVIS Coordinator                           | Student Development and Success                | 892.74 |
| 235 | STATEGIC SERV RUGGED 1 |   | Office of Public Safety & Emergency Management | 480.12 |
| 236 | STATEGIC SERV RUGGED 5 |   | Office of Public Safety & Emergency Management | 482.40 |
| 237 | LESLIE PINYAN          | DATABASE ADMINISTRATOR                      | Information Technology                         | 481.35 |
| 238 | FRANCESCA ALES         | Clinical Services Coordinator               | Counseling and Wellness Center                 | 831.25 |
| 239 | TOLESSA DEKSISSA       | Director, WRRI                              | CAUSES   | 600.00 |
| 240 | TESFAYE MESKEL         | Motor Vehicle Operator (Mail C              | Facilities & Real Estate                       | 599.12 |
| 241 | SHAUNA BREW            | Auxiliary Services Business Manager         | Facilities & Real Estate                       | 480.12 |
| 242 | ANNA FRANZ             | Assistant Professor                         | CAUSES   | 599.12 |
| 243 | ALISHA MITCHELL        | Student Success Specialist                  | Office of the Registrar                        | 599.12 |
| 244 | ANNIE WHATLEY          | Asst. VP External Relations                 | Government Relations                           | 892.46 |
| 245 | MASHONDA SMITH         | Dean  | Workforce Development                          | 892.46 |
| 246 | ALFRED CAVANAUGH       | Information Technology Compliance           | Information Technology                         | 599.12 |
| 247 | JACQUELINE WILLIAMS    | COMMUNICATIONS SPECIALIST                   | Office of the President                        | 480.12 |
| 248 | JEREMY WOOD            | Rehabilitation Counselor                    | Community College                              | 599.12 |
| 249 | ANGELA KENION WYNN     | Management Assistant                        | Office of the Registrar                        | 599.12 |
| 250 | TIMOTHY HATCHETT       | Assistant Vice President Student Success    | Student Development and Success                | 500.43 |
| 251 | CAROLINE OUYO          | Management Specialist                       | Office of the Registrar                        | 599.12 |
| 252 | STEPHANIE DAVIS        | Data Processing and Document Manager        | Admissions Office                              | 599.12 |
| 253 | STATEGIC SERV RUGGED 3 |   | Office of Public Safety & Emergency Management | 480.27 |
| 254 | STATEGIC SERV RUGGED 6 |   | Office of Public Safety & Emergency Management | 480.16 |
| 255 | PAULETTE WOOTEN-MARTIN | Career Counselor                            | Workforce Development                          | 599.12 |
| 256 | ALIYA HASSELL          | Financial Aid Counselor                     | Financial Aid Office                           | 599.12 |
| 257 | CETRINA SMITH          | Captain                                     | Office of Public Safety & Emergency Management | 360.12 |
| 258 | BRIAN BARNES           | Project Assistant                           | CAUSES   | 80.21  |
| 259 | ANDRE MYERS            | Head Coach Swimming/Aquatic                 | Athletics                                      | 599.12 |

|     | A                            | B  | C  | D        |
|-----|------------------------------|--|--|----------|
| 260 | KATRINA JOHNSON              | Financial Aid Compliance Officer                 | Financial Aid Office                           | 599.12   |
| 261 | CHARLES AMERSON              | Director Student Center                          | Student Development and Success                | 599.12   |
| 262 | JOHN GORDON                  | Director, Communications                         | Office of the President                        | 133.91   |
| 263 | JOEL STREET                  | Student Services Coordinator                     | Enrollment Management                          | 599.12   |
| 264 | ALFREDA ELLIS                | Financial Aid Counselor                          | Financial Aid Office                           | 599.12   |
| 265 | CHARLES SUTTON               | Director, Title III                              | Office of the President                        | 138.98   |
| 266 | KAMRAN ZENDEHDEL             | Acting Director                                  | CAUSES   | 892.74   |
| 267 | EVETTE DAVIS                 | MailRoom Clerk                                   | Campus Services                                | 599.12   |
| 268 | KELITA BOYD                  | Executive Assistant                              | Student Development and Success                | 480.12   |
| 269 | ELDISHA BRANDY               | Program Coordinator                              | Workforce Development                          | 174.96   |
| 270 | CYNTHIA MUHAMMAD             | Grants Management Specialist                     | Office of Special Programs                     | 599.12   |
| 271 | SHAWNDA SANFORD              | Staff Assistant                                  | Counseling and Wellness Center                 | 599.12   |
| 272 | SAVENA FULLER                | Student Intern                                   | CAUSES   | 252.30   |
| 273 | RAJAY LINHSAY                | Student Intern                                   | CAUSES   | 252.30   |
| 274 | TERESA MERZ                  | Staff Assistant                                  | CAUSES   | 719.12   |
| 275 | KELITA BOYD                  | Executive Assistant                              | Student Development and Success                | 893.39   |
| 276 | YAHYA MADYUN                 | Asst. Director, Center for 4H                    | CAUSES   | 599.12   |
| 277 | RONALD CULMER                | Deputy Chief                                     | Office of Public Safety & Emergency Management | 480.12   |
| 278 | ORLANDO TREADWELL            | Commander/Training Director                      | Office of Public Safety & Emergency Management | 480.12   |
| 279 | CHRISTOPHER BROWN            | Supervisory Police Officer, SGT                  | Office of Public Safety & Emergency Management | 480.12   |
| 280 | STRAT SERV BUREAU 1          |  | Office of Public Safety & Emergency Management | 480.12   |
| 281 | DANYAL EISENBRAND            | Staff Assistant                                  | CAUSES   | 599.12   |
| 282 | MARLENA WRIGHT               | Assistant Director of Athletic                   | Athletics                                      | 694.10   |
| 283 | JOEL STREET                  | Student Services Coordinator                     | Enrollment Management                          | 480.28   |
| 284 | BARBARA GREGORY              | Staff Assistant                                  | Facilities & Real Estate                       | 932.20   |
| 285 | EVOLA BATES                  | Chief of Staff                                   | Office of the President                        | 500.43   |
| 286 | CAITLIN ARLOTTA              | Research Assistant                               | CAUSES   | 599.12   |
| 287 | ALISON MICHIE                | Assistant Director                               | Athletics                                      | 607.08   |
| 288 | TIMOTHY HARRISON             | Resident Banner Functional Spe                   | Student Development and Success                | 480.37   |
| 289 | STEPHANIE DAVIS              | Data Processing & Document Man                   | Admissions Office                              | 480.12   |
| 290 | QUINTIN VEASLEY              | DIRECTOR   | Title III Office                               | 599.42   |
| 291 | LORI MORGAN                  | Budget Director                                  | Chief Financial Officer                        | 599.12   |
| 292 | JESSIE PRICE                 | Project Manager                                  | Community College                              | 480.26   |
| 293 | LAWRENCE POTTER              | CHIEF ACADEMIC OFFICER                           | Provost Office - Academic Affairs              | 563.33   |
| 294 | VICTOR MCCRAY                | Vice President, Research and Sponsored Programs  | Chief Academic Officer                         | 599.12   |
| 295 | MICHAEL ROGERS               | Executive Director                               | Information Technology                         | 480.12   |
| 296 | JUANITA GRAY RA DORM MONITOR | DIRECTOR   | Government Relations                           | 599.12   |
| 297 | RONALD MASON                 | President  | Office of the President                        | 500.71   |
| 298 | KIERA ORTIZ                  | Program Coordinator                              | CAUSES   | 437.93   |
| 299 | BRIAN CONNELL                | Budget Officer                                   | Office of the Chief Financial Officer          | 339.20   |
| 300 | MICHAEL ROGERS               | Executive Director                               | Information Technology                         | 1,516.11 |
| 301 | MATTHEW KNIGHT               | SUPERVISORY POLICE OFFICER SGT                   | Office of Public Safety & Emergency Management | 110.57   |
| 302 | RONALD CULMER                | Deputy Chief                                     | Office of Public Safety & Emergency Management | 360.12   |
| 303 | RODERICK FUQUAY              | Desktop Support Tech                             | Information Technology                         | 892.46   |
| 304 | GRADY WRIGHT                 | Academic Advisor                                 | Student Development and Success                | 932.11   |
| 305 | OLIVIA HARP                  | Program Associate                                | CAUSES   | 599.12   |
| 306 | VICTORIA MIROWSKI            | Project Assistant                                | CAUSES   | 541.34   |
| 307 | MONICA GASKIN                | Student Health Services Coordi                   | Health Services - Staff                        | 646.05   |
| 308 | DIEGO LAHAYE                 | Extension Agent I                                | CAUSES   | 599.12   |
| 309 | ADRIAN BLACKMON              | Supervisory Officer, LT                          | Office of Public Safety & Emergency Management | 599.12   |
| 310 | NICHOLAS HAYES               | Building Manager                                 | Student Development and Success                | 599.12   |
| 311 | OISM LOANER TWO              |  | Information Technology                         | 480.12   |
| 312 | RALPH BELTON                 | Chairperson, Architecture and Planning           | CAUSES   | 480.12   |
| 313 | TERRY BEST                   | Staff Assistant                                  | College of Arts and Sciences                   | 601.18   |
| 314 | SANDRA SHANDS STRONG         | Student Development Counselor / Career Counselor | Office of Career Services                      | 1,228.39 |
| 315 | MIFI HOTSPOT IT LOANER 3     |  | Information Technology                         | 480.12   |
| 316 | CASSANDRA PARKER             | Capital Program Officer                          | Capital Projects                               | 892.46   |
| 317 | MICHAEL ROGERS               | Executive Director                               | Information Technology                         | 480.12   |
| 318 | MIFI2200 LOANER2 UDC IT      |  | Information Technology                         | 480.39   |
| 319 | LILLIE MONROE-LORD           | Director, Center of Nutrition,                   | CAUSES   | 892.46   |
| 320 | MARSHELLE HAILSTOCK          | Project Coordinator (Outreach)                   | CAUSES   | 599.12   |
| 321 | PAUL BROWN                   | Program Coordinator for Food S                   | CAUSES   | 599.12   |
| 322 | MARIEO FOSTER                | DIR OF PUB SAF/CHIEF OF POLICE                   | Office of Public Safety & Emergency Management | 150.97   |
| 323 | DURELL BAXTER                | Pneumatic Control ENG                            | Facilities & Real Estate                       | 599.84   |
| 324 | MICHELLE HARRIS              | Associate Professor                              | CAUSES   | 599.12   |

|     | A                         | B   | C  | D        |
|-----|---------------------------|---|--|----------|
| 325 | KATHY DIXON               | Assistant Professor                           | CAUSES   | 480.12   |
| 326 | LISA BURTON               | Police Officer                                | Office of Public Safety & Emergency Management | 599.12   |
| 327 | MARIA BYRD                | Executive Director                            | Institutional Research                         | 480.12   |
| 328 | WILLIAM LATHAM            | Chief Student Development & Success Officer   | Office of the President                        | 500.43   |
| 329 | HERMAN ODOM               | Employer Outreach Coordinator                 | Workforce Development                          | 599.12   |
| 330 | DAVID FRANKLIN            | Chief Operations Officer                      | Office of the Chief Operating Officer          | 280.89   |
| 331 | DAVID FRANKLIN            | Chief Operations Officer                      | Office of the Chief Operating Officer          | 449.34   |
| 332 | MARGO AMA GIDDENS         | Career Counselor                              | Workforce Development                          | 599.12   |
| 333 | MARIE BROWN               | Program Assistant                             | Workforce Development                          | 599.12   |
| 334 | DAVID GARNETT             | Director                                      | Chief Financial Officer                        | 894.30   |
| 335 | ASHLEY MILTON             | Project Specialist                            | CAUSES   | 480.12   |
| 336 | TARA MCNAIR               | Student Success Specialist                    | Division of Student Development and Success    | 599.12   |
| 337 | BREION GOLDSBY HARRIS     | Academic Coach                                | Division of Student Development and Success    | 599.12   |
| 338 | TIA JEFFREY               | ASSISTANT PROFESSOR                           | CAUSES   | 599.12   |
| 339 | SANDRA GREGG              | Customer Service Specialist                   | Enrollment Management                          | 480.20   |
| 340 | LAURA LEE DAVIDSON        | Director                                      | Office of Sponsored Programs                   | 599.12   |
| 341 | WILMA THOMPSON            | Office Manager                                | College of Arts and Sciences                   | 599.12   |
| 342 | NICOLE COX                | Faculty Coordinator                           | Workforce Development                          | 582.79   |
| 343 | PHILIP AGAR               | Project Coordinator                           | CAUSES   | 599.12   |
| 344 | DAVID FRANKLIN            | Deputy Chief Operations Officer               | Office of the Chief Operating Officer          | 486.31   |
| 345 | MAURICE COOK              | Student Success Specialist                    | Community College                              | 249.52   |
| 346 | DAUNTE MARSHALL           | Student Success Specialist                    | Community College                              | 599.12   |
| 347 | ORLANDO TREADWELL         | Commander/Training Director                   | Office of Public Safety & Emergency Management | 500.43   |
| 348 | ELIZABETH MILLA JORDAN    | Office Manager                                | Office of Career Services                      | 599.43   |
| 349 | CHRISTOPHER BROWN         | Supervisory Police Officer, SGT               | Office of Public Safety & Emergency Management | 500.43   |
| 350 | JOSEPH PINKNEY            | Academic Coach/Advisor                        | Division of Student Development and Success    | 599.12   |
| 351 | SAUNDRA CARTER            | Program Director                              | Student Success/TRIO Programs                  | 599.12   |
| 352 | CORETTA TROXLER           | Marketing and Communications Assistant        | CAUSES   | 480.12   |
| 353 | ROLAND DOTSON             | Coordinator of Employment Services            | Office of Career Services                      | 82.42    |
| 354 | JASMINE FLEMING           | Academic Advisor                              | Division of Student Development and Success    | 626.73   |
| 355 | SHANTELL FORNEY           | Office Manager                                | Student Development and Success                | 599.12   |
| 356 | PHOMIKA PALMER            | Alumni Office                                 | Office of the President                        | 599.12   |
| 357 | OPERATIONS CONTINUITY A   |   | Office of Public Safety & Emergency Management | 599.12   |
| 358 | OPERATIONS CONTINUITY B   |   | Office of Public Safety & Emergency Management | 599.12   |
| 359 | KATHERINE GARRISON        | Staff Assistant                               | Office of the Chief Financial Officer          | 1,091.19 |
| 360 | DIONNE REGIS              | Accounting Manager                            | Office of the Chief Financial Officer          | 599.12   |
| 361 | AKUA JORDAN               | Director of Graduate Recruitment & Operations | Enrollment Management                          | 763.08   |
| 362 | LISA HOWELL               | Budget Officer                                | Office of the Chief Financial Officer          | 599.12   |
| 363 | WAYNE MONTGOMERY          | Acting Director of Financial Aid              | Enrollment Management                          | 599.12   |
| 364 | NAKIA PUGH                | Associate Registrar                           | Office of the Registrar                        | 608.33   |
| 365 | SHELIA MCKAY              | Admissions Counselor                          | Enrollment Management                          | 892.46   |
| 366 | ANGELITA BOWDEN           | HRIS Assistant                                | Office of Human Resources                      | 307.31   |
| 367 | RONALD WILLIAMS           | Assessment Director                           | Workforce Development                          | 287.31   |
| 368 | DONEVIERE BATTLE          | Employer Outreach Coordinator                 | Workforce Development                          | 599.12   |
| 369 | ANDRE EBA                 | Program Support Specialist                    | Workforce Development                          | 638.86   |
| 370 | VICTORIA WORDSWORTH       | Administrative Assistant                      | Workforce Development                          | 892.46   |
| 371 | CHERYL BLAIR              | Administrative Assistant                      | Workforce Development                          | 599.12   |
| 372 | PHILLIP PREMDAS           | Assistant Site Director                       | Workforce Development                          | 599.12   |
| 373 | TIFFANY JOHNSON LARGENT   | Program Specialist                            | CAUSES   | 599.12   |
| 374 | DOUGLAS DAVIS             | Assistant Site Director                       | Workforce Development                          | 713.05   |
| 375 | AMY SCHWEITZER            | Program Specialist                            | CAUSES   | 599.12   |
| 376 | JOHN BROOKS               | Assistant Site Director                       | Workforce Development                          | 599.12   |
| 377 | KEIRA BUTLER              | Administrative Assistant                      | Workforce Development                          | 719.12   |
| 378 | BANAFSHEH DEHDASDHTIZADEH | Sr. Program Coordinator                       | CAUSES   | 599.12   |
| 379 | UDCPS LEX L11             |   | Office of Public Safety & Emergency Management | 349.60   |
| 380 | ANDREA LINTHICUM          | Admission Counselor                           | Enrollment Management                          | 892.46   |
| 381 | LAKEISA STINSON           | Grants Program Manager                        | Office of the Chief Financial Officer          | 599.12   |
| 382 | ASHLEY JONES              | Admission Counselor                           | Enrollment Management                          | 519.47   |
| 383 | IDONO GBENRO              | Admission Counselor                           | Enrollment Management                          | 602.10   |
| 384 | TIFFANY COOPER            | Registrar                                     | Enrollment Management                          | 599.12   |
| 385 | TOINETTE MARSHALL         | Student Employment Coordinator                | Enrollment Management                          | 599.12   |
| 386 | SHALA BUTTS               | Admission Counselor                           | Enrollment Management                          | 786.46   |
| 387 | MACKENZIE ROGERS          | HR Assistant                                  | Office of Human Resources                      | 480.12   |
| 388 | JESSICA GARDNER           | Project & Management Analyst                  | Office of the President                        | 480.12   |

|     | A                        | B  | C  | D      |
|-----|--------------------------|--|--|--------|
| 389 | DERWAYNE HENRY           | Marketing and Communications Manager         | CAUSES   | 480.12 |
| 390 | JOYCE WALKER             | Program Coordinator                          | Division of Student Development and Success    | 599.12 |
| 391 | SHARON WILLIAMS          | Customer Service Representative              | Community College                              | 599.12 |
| 392 | HATTIE ROGERS            | HUMAN RESOURCES SPEC EMP BEN                 | Office of Human Resources                      | 892.46 |
| 393 | BRITTNEY GREGORY         | Executive Assistant                          | CAUSES   | 599.12 |
| 394 | BOCK SZYMKOWICZ          | Career Counselor, Student Success Services   | Workforce Development                          | 599.12 |
| 395 | RENICA ROBINSON          | Student Success Specialist                   | Workforce Development                          | 599.12 |
| 396 | LUISA MERRILL            | Assistant Site Director                      | CAUSES   | 599.12 |
| 397 | JULIUS MARTIN            | Asst. Director                               | Workforce Development                          | 264.73 |
| 398 | KENNETH COOPER           | Academic Advisor                             | CAUSES   | 603.53 |
| 399 | PAMELA WILLIAMS          | Project Assistant                            | CAUSES   | 599.40 |
| 400 | JAMES LEE                | Volunteer Program Coordinator                | CAUSES   | 892.46 |
| 401 | TAKISHA WILSON           | Career Counselor                             | Office of Career Services                      | 543.55 |
| 402 | ROSALYN WILLIAMS MASSEY  | Administrative Specialist                    | Workforce Development                          | 599.12 |
| 403 | SABRINA SIMMONS          | Student Success Specialist                   | Workforce Development                          | 599.82 |
| 404 | CHANDRA GOODMAN          | Assessment Director                          | Workforce Development                          | 278.94 |
| 405 | BOBBY MARSHALL           | Student Success Specialist                   | Workforce Development                          | 599.12 |
| 406 | MERCY OJUMU              | Family Nurse Practitioner                    | Health Services - Staff                        | 599.12 |
| 407 | LAUREN CROSS             | Counselor                                    | Counseling and Wellness Center                 | 599.12 |
| 408 | ALISON GERBER            | Sr. Program Coordinator, SNAP-Ed             | CAUSES   | 156.98 |
| 409 | LEEANN HALL              | Vice President, Marketing and Communications | Office of the President                        | 792.79 |
| 410 | MITIKU SHIFA             | Comptroller                                  | Office of the Chief Financial Officer          | 599.12 |
| 411 | BRIAN GRAHAM             | Police Officer                               | Office of Public Safety & Emergency Management | 196.18 |
| 412 | PATRICIA BON             | Project Associate                            | CAUSES   | 599.12 |
| 413 | ANDREA LINTHICUM         | Admission Counselor                          | Enrollment Management                          | 130.71 |
| 414 | DANYAL EISENBRANDT       | Staff Assistant                              | CAUSES   | 121.38 |
| 415 | BRITTANNY LOCA           | Project Manager                              | CAUSES   | 520.18 |
| 416 | DANYAL EISENBRANDT       | Staff Assistant                              | CAUSES   | 250.40 |
| 417 | RICARDO BROWN            | Associate Dean                               | CAUSES   | 561.73 |
| 418 | OSHANE ORR               | Intern Student                               | CAUSES   | 173.76 |
| 419 | BHUSHAN KULKARNI         | Project Specialist                           | CAUSES   | 173.76 |
| 420 | TIMOTHY HARRISON         | Banner Functional Specialist                 | Enrollment Management                          | 167.84 |
| 421 | LASEAN CLAY ROBINSON     | Student Success Specialist                   | Division of Student Development and Success    | 599.12 |
| 422 | DARRYL HYLTON            | Academic Coach                               | Division of Student Development and Success    | 617.35 |
| 423 | KAYDIAN JONES            | Career Counselor                             | Office of Career Services                      | 599.12 |
| 424 | GIFT MIDDLEBROOKS        | Academic Advisor                             | Division of Student Development and Success    | 599.12 |
| 425 | PATRICIA GARRETT         | Administrative Specialist                    | Division of Student Development and Success    | 599.12 |
| 426 | DEBORAH DESSASO          | Writing Center Director                      | Division of Student Development and Success    | 599.12 |
| 427 | ANNE MARIE JEAN BAPTISTE | Assistant Professor                          | CAUSES   | 599.12 |
| 428 | PIER BROADNAX            | Director, Nursing Program                    | CAUSES   | 599.12 |
| 429 | PHRONIE JACKSON          | ASSISTANT PROFESSOR                          | CAUSES   | 599.12 |
| 430 | STEVEL LEE               | Student Success Specialist                   | Workforce Development                          | 599.12 |
| 431 | KELVIN PAYNE             | Administrative Specialist                    | Workforce Development                          | 599.12 |
| 432 | KIMBERLY TUTTLE          | Assistant Professor                          | CAUSES   | 599.12 |
| 433 | BESSIE STOCKARD          | Associate Professor                          | CAUSES   | 599.12 |
| 434 | ANIKA HOLMES             | Associate Dean                               | Workforce Development                          | 80.21  |
| 435 | MICHAEL DURANT           | Director                                     | Workforce Development                          | 599.12 |
| 436 | ELMIRA ASONGWED          | Associate Professor                          | CAUSES   | 599.12 |
| 437 | ELIZABETH GEARIN         | Project Specialist                           | CAUSES   | 599.12 |
| 438 | KIM BLANEY BIVINGS       | Student Success Specialist                   | Workforce Development                          | 599.12 |
| 439 | DENISE JOYNER            | Contract Specialist                          | Office of Strategic Sourcing and Procurement   | 604.95 |

| Cellular Device List FY 2021 (Full Year), By Department  |                               |                     |
|--|-------------------------------|---------------------|
| Department   | # of FTEs with Mobile Devices | # of Mobile Devices |
| Admissions Office  | 2                             | 3                   |
| Athletics  | 9                             | 9                   |
| Auxiliary Services                                       | 2                             | 3                   |
| Campus Services  | 11                            | 11                  |
| Capital Projects   | 4                             | 5                   |
| CAUSES   | 76                            | 84                  |
| Chief Academic Officer                                   | 1                             | 1                   |
| Chief Financial Officer                                  | 4                             | 4                   |
| College of Arts and Sciences                             | 4                             | 4                   |
| Community College  | 12                            | 13                  |
| Counseling and Wellness Center                           | 3                             | 3                   |
| DACSL Dean-Faculty                                       | 1                             | 1                   |
| David A Clarke School of Law                             | 1                             | 1                   |
| Department of Intercollegiate Athletics                  | 1                             | 1                   |
| Division of Student Development and Success              | 13                            | 13                  |
| Enrollment Management                                    | 16                            | 21                  |
| Facilities & Real Estate                                 | 15                            | 16                  |
| Financial Aid Office                                     | 3                             | 3                   |
| General Counsel  | 1                             | 1                   |
| Government Relations                                     | 3                             | 3                   |
| Health Services - Staff                                  | 2                             | 2                   |
| Information Technology                                   | 22                            | 29                  |
| Institutional Research                                   | 3                             | 4                   |
| Learning Resources                                       | 3                             | 3                   |
| Office of Career Services                                | 7                             | 7                   |
| Office of Enrollment Services                            | 1                             | 1                   |
| Office of Facilities & Real Estate Management/Operations | 1                             | 1                   |
| Office of Human Resources                                | 14                            | 17                  |
| Office of the Chief Operating Officer                    | 1                             | 2                   |
| Office of Public Safety & Emergency Management           | 41                            | 52                  |
| Office of Special Programs                               | 1                             | 1                   |
| Office of Sponsored Programs                             | 1                             | 1                   |
| Office of Strategic Sourcing and Procurement             | 3                             | 3                   |
| Office of the Board of Trustees                          | 3                             | 3                   |
| Office of the Chief Financial Officer                    | 10                            | 10                  |
| Office of the Chief Operating Officer                    | 2                             | 4                   |
| Office of the General Counsel                            | 3                             | 3                   |
| Office of the President                                  | 14                            | 17                  |
| Office of the Registrar                                  | 4                             | 5                   |
| Provost Office - Academic Affairs                        | 2                             | 2                   |
| School of Engineering and Applied Sciences               | 1                             | 1                   |
| Student Development and Success                          | 25                            | 27                  |

|                               |     |     |
|-------------------------------|-----|-----|
| Student Success/TRIO Programs | 1   | 1   |
| Title III Office              | 1   | 2   |
| Workforce Development         | 37  | 37  |
| Total                         | 385 | 435 |

**Cellular Device List FY 2021 (Full Year), By Department**

| <b>Department</b>  | <b># of FTEs with Mobile Devices</b> | <b># of Mobile Devices</b> |
|--|--------------------------------------|----------------------------|
| Admissions Office  | 2                                    | 3                          |
| Athletics  | 9                                    | 9                          |
| Auxiliary Services                                       | 2                                    | 3                          |
| Campus Services  | 11                                   | 11                         |
| Capital Projects   | 4                                    | 5                          |
| CAUSES   | 76                                   | 84                         |
| Chief Academic Officer                                   | 1                                    | 1                          |
| Chief Financial Officer                                  | 4                                    | 4                          |
| College of Arts and Sciences                             | 4                                    | 4                          |
| Community College  | 12                                   | 13                         |
| Counseling and Wellness Center                           | 3                                    | 3                          |
| DACSL Dean-Faculty                                       | 1                                    | 1                          |
| David A Clarke School of Law                             | 1                                    | 1                          |
| Department of Intercollegiate Athletics                  | 1                                    | 1                          |
| Division of Student Development and Success              | 13                                   | 13                         |
| Enrollment Management                                    | 16                                   | 21                         |
| Facilities & Real Estate                                 | 15                                   | 16                         |
| Financial Aid Office                                     | 3                                    | 3                          |
| General Counsel  | 1                                    | 1                          |
| Government Relations                                     | 3                                    | 3                          |
| Health Services - Staff                                  | 2                                    | 2                          |
| Information Technology                                   | 22                                   | 29                         |
| Institutional Research                                   | 3                                    | 4                          |
| Learning Resources                                       | 3                                    | 3                          |
| Office of Career Services                                | 7                                    | 7                          |
| Office of Enrollment Services                            | 1                                    | 1                          |
| Office of Facilities & Real Estate Management/Operations | 1                                    | 1                          |
| Office of Human Resources                                | 14                                   | 17                         |
| Office of the Chief Operating Officer                    | 1                                    | 2                          |
| Office of Public Safety & Emergency Management           | 41                                   | 52                         |
| Office of Special Programs                               | 1                                    | 1                          |
| Office of Sponsored Programs                             | 1                                    | 1                          |
| Office of Strategic Sourcing and Procurement             | 3                                    | 3                          |
| Office of the Board of Trustees                          | 3                                    | 3                          |
| Office of the Chief Financial Officer                    | 10                                   | 10                         |
| Office of the Chief Operating Officer                    | 2                                    | 4                          |
| Office of the General Counsel                            | 3                                    | 3                          |
| Office of the President                                  | 14                                   | 17                         |
| Office of the Registrar                                  | 4                                    | 5                          |
| Provost Office - Academic Affairs                        | 2                                    | 2                          |
| School of Engineering and Applied Sciences               | 1                                    | 1                          |
| Student Development and Success                          | 25                                   | 27                         |
| Student Success/TRIO Programs                            | 1                                    | 1                          |
| Title III Office   | 1                                    | 2                          |
| Workforce Development                                    | 37                                   | 37                         |
| <b>Total</b>   | <b>385</b>                           | <b>435</b>                 |

## Attachment #4(b) Cellular Device List FY 2022 (to date)

| User name                | Title                               | Department                                   | Total Charges |
|--------------------------|-------------------------------------|--|---------------|
| RONALD CULMER            | Deputy Chief                        | Public Safety                                | 85.53         |
| EMANUEL YEOMAN           | Maintenance Specialist              | Facilities Management                        | 151.94        |
| ALEX GARRETT             | Capital Program Administer          | Capital Projects                             | 85.53         |
| WENDELL HOLMES           | MAINTENANCE MECHANIC                | Campus Services - Staff                      | 63.15         |
| CILFTON BROWNE           | Maintenance Mechanic/Locksmith      | Facilities Management                        | 151.94        |
| NELSON JACKSON           | Sergeant                            | Public Safety                                | 85.53         |
| RAJEEV BANSAL            | Dir Institutional Res., Data M      | Institutional Research                       | 102.25        |
| JANICE JACKSON           | Academic Advisor                    | Community College                            | 102.25        |
| DOMINA GLENN             | Student Success Specialist          | DSDS – Student Success Center                | 102.25        |
| IDONO GBENRO             | Admission Counselor                 | Enrollment Services                          | 81.37         |
| GLORIA BETTS             | Student Accounts Specialist         | Office of the Chief Financial Officer        | 102.25        |
| CARLTON CROCKETT         | Sr. Program Coordinator             | CAUSES                                       | 102.25        |
| BYRON TYER               | Information Technology Specialist   | Information Technology                       | 102.25        |
| SOFIA TOMA               | Case Manager                        | School of Business and Public Administration | 117.34        |
| CATHY DONOHUE            | Supervisory Case Manager            | School of Business and Public Administration | 117.34        |
| AMELIA NANCE             | Case Manager                        | School of Business and Public Administration | 117.34        |
| YOLANDRA PLUMMER         | Asso. Professor/Program Director    | School of Business and Public Administration | 117.34        |
| JAMES JACKSON            | Human Resources Operations Manager  | Talent Management                            | 102.25        |
| BRANDON RUSSELL          | Technical Support and Network       | Information Technology                       | 85.53         |
| CARL MOORE               | Assistant CAO Academic              | President's Office                           | 102.25        |
| MARC STROTHERS           | ASST VP STUD AFFAIRS                | Student Affairs - Staff                      | 102.25        |
| ANGELA WADE              | Database Administrator              | Information Technology                       | 151.94        |
| URSULA MARTIN            | Executive Assistant/Project Manager | Office of Human Resources                    | 102.25        |
| MOHAMED HALLACK          | Project Assistant                   | CAUSES                                       | 102.25        |
| DEBORAH SULLIVAN         | Vice President Talent Management    | Talent Management                            | 85.53         |
| GREGORY COOPER           | Project Specialist                  | CAUSES                                       | 102.25        |
| MICHAEL WARREN           | Fitness Specialist                  | Student Center                               | 102.25        |
| SEQUOYAH ADEBAYO         | Director Veterans Affairs           | Student Development and Success              | 102.25        |
| CHARLES SMITH            | Manager Information Information     | OPIE   | 184.05        |
| BRIAN GRAHAM             | Police Officer                      | Public Safety                                | 102.25        |
| TIMIYA GREENFIELD        | Police Officer                      | Public Safety                                | 102.25        |
| BRANDON MCCLANEY         | Police Officer                      | Public Safety                                | 102.25        |
| TYRA GLEATON             | Police Officer                      | Public Safety                                | 102.25        |
| DARIUS JACKSON           | Police Officer                      | Public Safety                                | 102.25        |
| BRIAN ALSTON             | Police Officer                      | Public Safety                                | 102.25        |
| ANTHONY JIMENEZ-MENENDEZ | Police Officer                      | Public Safety                                | 102.25        |
| BRIAN HEDRICK            | Police Officer                      | Public Safety                                | 102.25        |
| WILLIAM MITCHELL         | Police Officer                      | Public Safety                                | 151.94        |
| LAKESHA THOMPSON         | Police Officer                      | Public Safety                                | 102.25        |
| ANTONIO BRIDGES          | Police Officer                      | Public Safety                                | 102.25        |
| JOHN DODD                | Police Officer                      | Public Safety                                | 102.25        |
| VIDERA WASHINGTON        | Police Officer                      | Public Safety                                | 102.25        |
| BARBARA TERRY            | Campus Service Operation Manager    | Facilities & RE                              | 151.94        |
| SCOTT THOMPSON           | Supervisory Officer, SGT            | Public Safety                                | 85.53         |
| SENAI SIMON              | Manager Auxiliary Services          | Auxiliary Services                           | 102.25        |
| AVETTA WHITE             | Counselor                           | CC Student Achievement                       | 102.25        |
| WAYNE LUCAS              | Desktop Support Technician          | Information Technology-Staff                 | 102.25        |
| RONALD CULMER            | Deputy Chief                        | Public Safety                                | 81.46         |
| MELINDA JENNINGS         | Director, Student Life              | Student Affairs - Staff                      | 151.94        |
| REBA LEE BRIAN           | Executive Director                  | Office of the President                      | 49.38         |
| AKIA EMBRY               | Vice President Talent Management    | Talent Management                            | 81.37         |

|                             |  |  |        |
|-----------------------------|--|--|--------|
| LEE BRIAN REBA              | Coordinator STUD OUT LDRS DEV          | Student Development and Success          | 81.37  |
| JACQUELINE WILLIAMS         | COMMUNICATIONS SPECIALIST              | Office of the President                  | 151.94 |
| DANIEL HALL                 | Program Coordinator                    | Workforce Development                    | 102.25 |
| ERIC JOHNSON                | Staff Assistant                        | Community College                        | 102.25 |
| SIMONE GRANT                | Head Women's XC/Track & Field Coach    | Athletics                                | 151.94 |
| ROY LYCORISH                | Logistics and Research Associate       | CAUSES                                   | 152.24 |
| SYLVESTER OTIJI             | Adjunct Instructor                     | Workforce Development                    | 102.25 |
| SHELLY IPAD BRODERICK       | Professor                              | David A Clarke School of Law             | 81.37  |
| DEREK ANDREWS               | Career Counselor                       | Workforce Development                    | 102.25 |
| ANTHONY COLLINS             | Maintenance and Operations Sup         | Campus Services                          | 102.25 |
| RONALD MASON                | President                              | Office of the President                  | 81.37  |
| AVIS RUSSELL                | Acting General Counsel                 | Office of the General Counsel            | 151.94 |
| CETRINA SMITH               | Captain                                | Public Safety                            | 223.31 |
| RADHAMES MEDINA             | MAINTENANCE MECHANIC                   | Campus Services - Staff                  | 269.02 |
| ELDRED GARNETT              | Maintenance Mechanic Team Lead         | Facilities Management                    | 102.25 |
| LESLIE PINYAN               | DATABASE ADMINISTRATOR                 | Information Technology-Staff             | 81.47  |
| HERMINA PETERS              | DEAN OF STUD ACHIEVEMENT               | CEO Comm College- Staff                  | 151.94 |
| SURESH MURUGAN              | Vice President, Information Technology | Information Technology                   | 102.25 |
| THOMAS LICATA               | Assistant Professor, Music Program     | College of Arts and Sciences             | 102.25 |
| MATTHEW THOMPSON            | HEAD SOCCER COACH                      | Athletics - Staff                        | 132.50 |
| JOANN FORBES                | Secretary to AVP-SD                    | DSDS – Student Success Center            | 102.25 |
| LATOSHA BALDWIN             | Assistant Director, Student Su         | Student Affairs - Staff                  | 102.25 |
| RONNIE HAYES                | Transportation Assistant               | Campus Services                          | 102.25 |
| HARRIS TROBMAN              | Project Specialist (Green Tech)        | CAUSES Dean -Staff                       | 102.25 |
| REGINALD FRAZIER            | Maintenance Mechanic Team Lead         | Campus Services - Staff                  | 102.25 |
| THOMAS WHEET                | Logistics and Research                 | CAUSES Dean -Staff                       | 102.25 |
| DONI RUSSELL                | Logistics and Research                 | CAUSES Dean -Staff                       | 81.37  |
| JEFFERY FLEMING             | Associate Dean                         | College of Arts and Sciences             | 102.25 |
| CARMEN HERNANDEZ-CANDELARIO | Staff Assistant                        | CAUSES                                   | 130.06 |
| SABINE OHARA                | Distinguish Professor                  | CAUSES                                   | 152.49 |
| RAYSA LEER                  | Exe. Dir of Business Affairs           | President's Office -Staff                | 85.53  |
| WIFI HOTSPOT BANSAL RAJEEV  | Dir Institutional Res., Data M         | Title III Office - Staff                 | 81.37  |
| CLAYTON MCLAUGHLIN          | Disability Counselor                   | Student Development and Success          | 102.25 |
| ASHLEY MILTON               | Project Specialist                     | CAUSES                                   | 102.25 |
| JEROME SHELTON              | Board of Trustee Member                | UDC Board of Trustees                    | 81.37  |
| ANTHONY TARDD               | Board of Trustee Member                | UDC Board of Trustees                    | 81.37  |
| AKIA EMBRY                  | Director, Employee and labor Relations | Office of Human Resources                | 102.25 |
| STEPHAN BYAM                | Asso. VP, Information Technology       | Information Technology                   | 445.03 |
| BILL TUOHY                  | Supervisory Information Techno         | Learning Resources                       | 102.25 |
| UDC BELTSVILLE FARM 2       |  | CAUSES                                   | 81.37  |
| UDC BELTSVILLE FARM 1       |  | CAUSES                                   | 81.37  |
| AMOS DORBOR                 | Senior Destop Technician               | Information Technology                   | 160.94 |
| MARY A HARRIS               | DIR OF CONTRACTING & PROC.             | Procurement - Staff                      | 85.53  |
| LEAYETTE PATRICE BUCHANAN   | OFFSET DUP PRESS OPR                   | Campus Services - Staff                  | 102.25 |
| DANNY MEDINA                | Maintenance Mechanic                   | Auxiliary Enterprises                    | 151.94 |
| DAVID DUNCAN                | Warehouse SHP/REC Clerk                | Campus Services - Staff                  | 102.25 |
| JAMES EWINGS                | Warehouse Manager, Shipping ad         | Campus Services - Staff                  | 430.89 |
| MELBA BROOME                | Director LRD                           | Learning Resources - Staff               | 151.94 |
| MARIA BYRD                  | Executive Director                     | OPIE - Staff                             | 102.25 |
| SHERMAN COOK                | Site Director                          | WFDLL Site Ops - Staff                   | 151.94 |
| ALEX BAKO                   | Dir. Risk Management                   | Office of the General Counsel            | 85.53  |
| ANGELA SMITH                | Police Officer                         | Public Safety                            | 102.25 |
| SSB M1 OPSEM                |  | Public Safety                            | 102.25 |
| JANELLE MORROW              | Webmaster                              | Office of of the Chief Operating Officer | 833.63 |
| YODIT SEIFU                 | Application Programmer                 | Information Technology-Staff             | 151.94 |
| LAVITA BASSETT              | Manager                                | Facilities & RE -Staff                   | 81.37  |
| OISM LOANER ONE             |  | Information Technology                   | 81.37  |

|                       |   |  |        |
|-----------------------|---|--|--------|
| ALAN WALSH            | Capital Project Manager                               | Capital Project  | 102.25 |
| LEVITA BASSETT        | Manager   | Facilities & RE -Staff                                   | 122.59 |
| CHARLES SMITH         | Manager Information Information                       | OPIE   | 102.25 |
| MAURICE GREEN         | Desktop Support Technician                            | CEO Comm College- Staff                                  | 102.25 |
| LINCOLN ANDRIES       | WAREHOUSE SHP/REC.CLK                                 | Campus Services - Staff                                  | 154.74 |
| SIMMIE TERRELL        | PNEUMATIC CONTROL ENG                                 | Campus Services - Staff                                  | 102.25 |
| EDWARD BROWN          | Maintenance Mechanic                                  | Facilities Management                                    | 102.25 |
| ANDY BELACHEW         | Campus Service Operation Manager                      | Facilities & RE  | 151.94 |
| TERESA TURNER         | Program Coordinator of Snap Ed                        | CAUSES-Nutr & Diet-Staff                                 | 102.25 |
| SENAI SIMON           | Manager Auxiliary Services                            | Auxiliary Services                                       | 67.14  |
| DEBORAH SULLIVAN      | HUMAN RESOURCES SPEC EMP BEN                          | Human Resources - Staff                                  | 42.05  |
| WILLIAM HARE          | Associate Dean of Programs/Ass                        | CAUSES Dean -Staff                                       | 151.94 |
| UDCPD PATROL CAR1     |   | Public Safety  | 194.72 |
| EDITH WESTFALL        | Associate Dean, WDLL                                  | Workforce Development                                    | 102.25 |
| JAVIER DUSSAN         | Vice President of Facilities & Real Estate Management | Office of Facilities & Real Estate Management/Operations | 85.53  |
| ERICA WRIGHT          | Assistant General Counsel                             | Office of the General Counsel                            | 102.25 |
| QUINTINA PURNELL      | Administrative Assistant                              | Workforce Development                                    | 102.25 |
| MCHEZAJI AXUM         | Director, Center for Urban Agr                        | CAUSES-Cntr Urb Agr-Staff                                | 151.94 |
| DEBBIE SPENCER        | Staff Assistant                                       | Information Technology                                   | 102.25 |
| SERENA BUTLER-JOHNSON | Director, Counseling Center                           | Student Development and Success                          | 151.94 |
| REBECCA BANKHEAD      | Director, Center of 4H & Youth                        | CAUSES - Cntr 4H & YD- Staff                             | 102.25 |
| ALOYSIUS REGIS        | Manager Telecom                                       | Information Technology                                   | 525.61 |
| DAVID MOORE           | Maintenance Mechanic                                  | Facilities Management                                    | 151.98 |
| BYRON TYER            | Information Technology Specialist                     | Information Technology                                   | 81.37  |
| MICHAEL RILEY         | Head, Men's Basketball Coach                          | Athletics - Staff  | 102.25 |
| TRELUNDA BECKETT      | Special Assistant                                     | Student Development and Success                          | 151.94 |
| JANELLE MORROW        | Webmaster   | Office of of the Chief Operating Officer                 | 81.37  |
| JAMES MAIDEN          | Acting Associate Dean                                 | CAUSES   | 102.25 |
| JEFRE HOLMES          | Site Director   | WFDLL Site Ops - Staff                                   | 102.25 |
| LENNEITA HAIGLER      | Staff Assistant                                       | CAUSES   | 63.15  |
| MATTHEW KNIGHT        | SUPERVISORY POLICE OFFICER SGT                        | Public Safety - Staff                                    | 61.06  |
| DARIUS BAKER          | Site Director   | Workforce Development                                    | 102.25 |
| CASSIDY WEITMAN       | Program Coordinator                                   | CAUSES   | 102.25 |
| JORGE MARQUEZ         | Police Officer  | Public Safety  | 85.53  |
| GERALD MENDIZABAL     | Police Officer  | Public Safety  | 85.53  |
| RAELEENA COLLINGTON   | Adjunct Professor                                     | CAUSES   | 102.25 |
| ANGELA CHAPPELL       | Information Processor                                 | Admissions Office  | 102.25 |
| ERICK MYRICK          | Student Account Specialis                             | Office of the Chief Financial Officer                    | 102.25 |
| SHANTAE JONES         | Student Account Specialist                            | Office of the Chief Financial Officer                    | 102.25 |
| EDUARDO BERNAL        | Student Accounts Technician                           | Office of the Chief Financial Officer                    | 102.25 |
| GAIL MAYHEW TURNER    | Information Technology Specialist                     | Information Technology                                   | 151.94 |
| DEVDA SSETTY          | Dean  | School of Engineering and Applied Sciences               | 102.25 |
| LECHEAY ARMSTRONG     | Social Media Digital Intern                           | Marketing and Communications                             | 148.76 |
| YAH ZEHIRA BERRY      | Student   | Division of Student Development and Success              | 60.67  |
| GISELL BLANCO         | Student   | Division of Student Development and Success              | 40.01  |
| DERRECK JORDAN        | Employer Outreach Coordinator                         | Office of Career Services                                | 151.94 |
| WILLIAM POLLARD       | COMMUNICATIONS SPECIALIST                             | Public Safety - Staff                                    | 61.04  |
| SCOTT THOMPSON        | Supervisory Officer, SGT                              | Public Safety  | 61.04  |
| PAMELA BUTLER         | Rehabilitation Specialist                             | Division of Student Development and Success              | 102.25 |
| PATRICK GUSMAN        | Executive Director                                    | President's Office -Staff                                | 85.53  |
| JUANITA GRAY          | DIRECTOR  | Government Relations - Staff                             | 85.53  |
| FRENIKA RIVERS        | Executive Secretary                                   | Office of the Board of Trustees                          | 102.25 |
| EDDIE WHITAKER        | Capital Procurement Manager                           | Office of Strategic Sourcing and Procurement             | 85.53  |
| MATTHEW RICHARDSON    | Assistant Director for Urban A                        | CAUSES-Cntr Urb Agr-Staff                                | 151.94 |

|                          |  |   |        |
|--------------------------|--|---|--------|
| RUSSELL BRANDON TEST PH  | Technical Support and Network                            | Information Technology                  | 102.25 |
| ROBERT PARKER            | BOILER PLANT OPERATOR LEADER                             | Facilities Man ? Wage Grade- n          | 151.94 |
| MAJEEDA AL-JABBAR        | Site Director  | WFDLL Site Ops - Staff                  | 151.94 |
| ROBIN SHARPS             | Accounts Payable Supervisor                              | OCFO - UDC                              | 102.25 |
| RODERICK FUQUAY          | Desktop Support Tech                                     | Information Services and Management     | 81.37  |
| RALPH BELTON             | Chairperson, Architecture and Planning                   | CAUSES                                  | 102.25 |
| JOANNA EDWARDS           | CAPITAL PROJECTS MANAGER                                 | Capital Projects - Staff                | 102.25 |
| JOSIE HOOVER             | Compliance Officer                                       | General Counsel                         | 102.25 |
| LETITIA WILLIAMS         | Asst. V.P. Student Development                           | Student Affairs - Staff                 | 92.35  |
| CALVIN STOVER            | Director, Employee & labor                               | Human Resources                         | 102.25 |
| JEANNETTA BOWMAN CLAYTON | HRIS Specialist  | Human Resources                         | 151.94 |
| ANGELA WADE              | Database Administrator                                   | Information Technology                  | 81.37  |
| NOVAE SYLVA              | Student Intern   | CAUSES                                  | 102.25 |
| KIMBERLY TUTTLE          | Assistant Professor                                      | CAUSES                                  | 81.37  |
| MACKENZIE ROGERS         | HR Assistant   | Human Resources                         | 75.49  |
| MARLENA WRIGHT           | Assistant Director of Communications                     | Athletics Department                    | 47.77  |
| AMBER HUGHES             | Talent Specialist  | Human Resources                         | 102.25 |
| APRIL COLE               | Financial Aid Counselor                                  | Enrollment Services                     | 102.25 |
| KATHY MOSLEY             | Financial Aid Counselor                                  | Enrollment Services                     | 151.94 |
| WANDA PITTMAN            | Pay Services Manager                                     | Human Resources                         | 151.94 |
| OMAR HARROD              | Lead Recruitment Specialist                              | Enrollment Services                     | 102.53 |
| BRANDON RUSSELL          | Technical Support and Network                            | Information Technology                  | 81.37  |
| ALYCE MCFARLAND          | Financial Aid Counselor                                  | Enrollment Services                     | 102.25 |
| NAILAH WILLIAMS          | Interim Associate Vice President for Enrollment Services | Enrollment Services                     | 151.96 |
| MONIQUE GUILLORY         | Senior VP, Chief of Staff                                | Office of the President                 | 102.25 |
| GIANA HENDRICK           | Executive Assistant                                      | Chief Community College Officer         | 81.37  |
| GIANA HENDRICK           | Executive Assistant                                      | Chief Community College Officer         | 102.25 |
| MARIE NKUMBE             | Program System Specialist                                | OCFO - UDC                              | 102.25 |
| CORETTA TREXLER          | Marketing and Communications Assistant                   | CAUSES                                  | 102.25 |
| ANNA FRANZ               | Assistant Professor                                      | CAUSES                                  | 81.37  |
| RICHARD MBAKOP           | IT Specialist  | Community College                       | 102.25 |
| ANWAR ATRASH             | Information Technology Engineer                          | Information Technology                  | 131.39 |
| THEODORE MAHAFFEY        | Head, Men's and Women's Tennis                           | Athletics - Staff                       | 102.25 |
| TRINICE MCNALLY          | Dir. Multicultural Affairs and Diversity                 | Student Development and Success         | 102.25 |
| JOEL PHILLIP             | Head, Cross Country and Track                            | Athletics - Staff                       | 240.03 |
| JHAMED OWENS             | RESIDENTIAL LIFE ADVISOR                                 | Student Development and Success         | 102.25 |
| DENISE SLAUGHTER         | Special Assistant to the Provost                         | Provost Office - Academic Affairs       | 151.94 |
| TIFFANY WILSON           | Dorm Monitor   | Student Development and Success         | 102.25 |
| KATHY DIXON              | Assistant Professor                                      | CAUSES                                  | 102.25 |
| JEFFERY SINGLEY          | PLUMBER  | Facilities Man ? Wage Grade- n          | 520.91 |
| NATASHA BENNETT          | Instructor   | DACSL Dean-Faculty                      | 102.25 |
| JAYDE WHITING            | RESIDENTIAL LIFE ADVISOR                                 | Student Affairs - Staff                 | 102.25 |
| SABRINA FULGHUM          | Direct of Recruitment and Admissions                     | Office of Enrollment Services           | 102.25 |
| CASSANDRA PARKER         | Capital Program Officer                                  | Capital Projects                        | 81.37  |
| JON NILES                | Outreach Coordinator                                     | Office of Career Services               | 102.25 |
| WILLIAM POLLARD          | COMMUNICATIONS SPECIALIST                                | Public Safety - Staff                   | 822.21 |
| DONTA THORNTON           | Staff Assistant  | CAUSES                                  | 102.25 |
| DERWAYNE HENRY           | Marketing and Communications Manager                     | CAUSES                                  | 102.25 |
| ERIC ZEDALIS             | Assistant Director of Athletics                          | Athletics                               | 81.37  |
| MIRANDA DESMARALS        | Program Coordinator of Snap Ed                           | CAUSES-Nutr & Diet-Staff                | 102.25 |
| ANDREW CARSON            | Data and Assessment Manager                              | CAUSES                                  | 102.25 |
| RODGER COLBERT           | Head Coach, Lacrosse (Men)                               | Department of Intercollegiate Athletics | 102.25 |
| NAKIA PUGH               | ASSOCIATE REGISTRAR                                      | Registrar - Staff                       | 81.37  |
| TIFFANY COOPER           | Registrar  | Enrollment Services                     | 81.37  |

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|----------------------------|---|--|--------|
| WILLIAM LATHAM             | Chief Student Development & Success Officer | Office of the President                        | 81.37  |
| DONI RUSSELL               | Coordinator STUD OUT LDRS DEV               | Student Development and Success                | 102.25 |
| DIEDRE ROBINSON            | Executive Associate                         | Office of the President                        | 111.58 |
| STATEGIC SERV RUGGED 2     |   | Public Safety                                  | 81.37  |
| STATEGIC SERV RUGGED 4     |   | Public Safety                                  | 81.37  |
| DIANA HOUSEIN              | SEVIS Coordinator                           | Student Development and Success                | 151.94 |
| STATEGIC SERV RUGGED 1     |   | Public Safety                                  | 81.37  |
| STATEGIC SERV RUGGED 5     |   | Public Safety                                  | 82.84  |
| MIFI HOTSPOT PINYAN LESLIE | DATABASE ADMINISTRATOR                      | Information Technology-Staff                   | 77.37  |
| OLUWASOLA IJOYAH           | Student Activities Specialist               | Office of Student Affairs/Community College    | 119.61 |
| FRANCESCA ALESI            | Clinical Services Coordinator               | Counseling and Wellness Center                 | 102.25 |
| TOLESSA DEKSISSA           | Director, WRRI                              | CAUSES-ESS - Staff                             | 102.25 |
| TESFAYE MESKEL             | Motor Vehicle Operator (Mail C              | Facilities & RE -Staff                         | 102.25 |
| SHAUNA BREW                | Auxiliary Services Business Manager         | Facilities & RE -Staff                         | 81.37  |
| ANNA FRANZ                 | Assistant Professor                         | CAUSES   | 102.25 |
| ALISHA MITCHELL            | Student Success Specialist                  | Registrar                                      | 102.25 |
| ANNIE WHATLEY              | Asst. VP External Relations                 | Government Relations                           | 151.94 |
| WILLIAM TYNER              | Athletic Trainer                            | Athletics Department                           | 175.62 |
| MASHONDA SMITH             | Dean  | Workforce Development                          | 151.94 |
| ALFRED CAVANAUGH           | Information Technology Compliance           | Information Technology                         | 102.25 |
| JACQUELINE WILLIAMS        | COMMUNICATIONS SPECIALIST                   | Office of the President                        | 81.37  |
| JEREMY WOOD                | Rehabilitation Counselor                    | Community College                              | 63.15  |
| ANGELA KENION WYNN         | Management Assistant                        | Registrar                                      | 102.25 |
| TIMOTHY HATCHETT           | Assistant Vice President Student Success    | Student Development and Success                | 53.01  |
| CAROLINE OYUYO             | Management Specialist                       | Registrar                                      | 102.25 |
| DOUGLAS DAVIS              | Assistant Site Director                     | Workforce Development                          | 28.01  |
| STEPHANIE DAVIS            | Data Processing and Document Manager        | Admissions Office                              | 102.25 |
| STATEGIC SERV RUGGED 3     |   | Public Safety                                  | 81.37  |
| STATEGIC SERV RUGGED 6     |   | Public Safety                                  | 81.37  |
| PAULETTE WOOTEN-MARTIN     | Career Counselor                            | WFDLL Site Ops - Staff                         | 102.25 |
| ALIYA HASSELL              | Financial Aid Counselor                     | Financial Aid Office                           | 102.25 |
| JORDAN CLAYTON             | AmeriCorps Vista Fellow                     | CAUSES   | 130.62 |
| MICHAEL WHYTE              | Urban Food Hub Consultant                   | CAUSES   | 56.07  |
| CETRINA SMITH              | Captain                                     | Public Safety                                  | 61.04  |
| ANDRE MYERS                | Head Coach Swimming/Aquatic                 | Athletics                                      | 102.25 |
| KATRINA JOHNSON            | Financial Aid Compliance Officer            | Financial Aid Office                           | 102.25 |
| DELL RUGGED 80-13330       |   | Campus Police                                  | 104.05 |
| CHARLES AMERSON            | Director Student Center                     | Student Development and Success                | 102.25 |
| JOEL STREET                | Student Services Coordinator                | Enrollment Services/Office Of Registrar        | 102.25 |
| ALFREDA ELLIS              | Financial Aid Counselor                     | Financial Aid Office                           | 102.25 |
| ROY LANE                   | Chief Financial Officer                     | Office of the Chief Financial Officer          | 388.99 |
| KAMRAN ZENDEHDEL           | Acting Director                             | CAUSES Dean -Staff                             | 151.94 |
| EVETTE DAVIS               | MailRoom Clerk                              | Campus Services - Staff                        | 102.25 |
| KELITA BOYD                | Executive Assistant                         | Student Affairs - Staff                        | 81.37  |
| CYNTHIA MUHAMMAD           | Grants Management Specialist                | Office of Special Programs                     | 102.25 |
| SHAWNDA SANFORD            | Staff Assistant                             | Counseling and Wellness Center                 | 102.25 |
| SAVENA FULLER              | Student Intern                              | CAUSES   | 102.25 |
| RAJAY LINHSAY              | Student Intern                              | CAUSES   | 102.25 |
| TERESA MERZ                | Staff Assistant                             | CAUSES   | 122.59 |
| KELITA BOYD                | Executive Assistant                         | Student Affairs - Staff                        | 151.94 |
| YAHYA MADYUN               | Asst. Director, Center for 4H               | CAUSES-PH Ed-Faculty                           | 63.15  |
| RONALD CULMER              | Deputy Chief                                | Public Safety                                  | 81.37  |
| ORLANDO TREADWELL          | Commander/Training Director                 | Public Safety - Staff                          | 81.37  |
| CHRISTOPHER BROWN          | Supervisory Police Officer, SGT             | Office of Public Safety & Emergency Management | 81.37  |
| STRAT SERV BUREAU 1        |   | Public Safety                                  | 81.37  |

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|------------------------------|--|---|----------|
| DANYAL EISENBRAND            | Staff Assistant                                  | CAUSES                                  | 102.25   |
| MARLENA WRIGHT               | Assistant Director of Athletic                   | Athletics - Staff                       | 102.25   |
| JOEL STREET                  | Student Services Coordinator                     | Enrollment Services/Office Of Registrar | 81.39    |
| BARBARA GREGORY              | Staff Assistant                                  | Facilities & RE                         | 237.00   |
| EVOLA BATES                  | Chief of Staff                                   | Office of the President                 | 54.37    |
| VICTOR MCCRAY                | Vice President, Research and Sponsored Programs  | Chief Academic Officer                  | 102.25   |
| MICHAEL ROGERS               | Executive Director                               | Information Technology-Staff            | 81.37    |
| RA DORM MONITOR GRAY JUANITA | DIRECTOR   | Government Relations - Staff            | 102.25   |
| RONALD MASON                 | President  | Office of the President                 | 85.53    |
| CHARLES SUTTON               | Director, Title III                              | Title III Office                        | 270.95   |
| BRIAN CONNELL                | Budget Officer                                   | Office of the Chief Financial Officer   | 102.25   |
| MIKE ROGERS                  | Executive Director                               | Information Technology-Staff            | 1,483.86 |
| RONALD CULMER IPAD PRO       | Deputy Chief                                     | Public Safety                           | 61.04    |
| RODERICK FUQUAY              | Desktop Support Tech                             | Information Services and Management     | 151.94   |
| GRADY WRIGHT                 | Academic Advisor                                 | Student Development and Success         | 239.26   |
| OLIVIA HARP                  | Program Associate                                | CAUSES Dean -Staff                      | 63.15    |
| MONICA GASKIN                | Student Health Services Coordi                   | Health Services - Staff                 | 102.25   |
| DIEGO LAHAYE                 | Extension Agent I                                | CAUSES                                  | 102.25   |
| ADRIAN BLACKMON              | Supervisory Officer, LT                          | Public Safety                           | 102.25   |
| NICHOLAS HAYES               | Building Manager                                 | Student Affairs - Staff                 | 102.25   |
| OISM LOANER TWO              |  | Information Technology                  | 81.37    |
| RALPH BELTON                 | Chairperson, Architecture and Planning           | CAUSES                                  | 81.37    |
| TERRY BEST                   | Staff Assistant                                  | College of Arts and Sciences            | 102.25   |
| SANDRA SHANDS STRONG         | Student Development Counselor / Career Counselor | Office of Career Services               | 199.24   |
| MIFI HOTSPOT IT LOANER 3     |  | Information Technology-Staff            | 81.37    |
| CASSANDRA PARKER             | Capital Program Officer                          | Capital Projects                        | 151.94   |
| IPAD PRO MIKE ROGERS         | Executive Director                               | Information Technology-Staff            | 84.04    |
| MIFI2200 LOANER2 UDC IT      |  | Information Technology-Staff            | 81.39    |
| LILLIE MONROE-LORD           | Director, Center of Nutrition,                   | CAUSES-Nutr & Diet-Staff                | 151.94   |
| MARSHELLE HAILSTOCK          | Project Coordinator (Outreach)                   | CAUSES Dean -Staff                      | 102.25   |
| PAUL BROWN                   | Program Coordinator for Food S                   | CAUSES-Nutr & Diet-Staff                | 102.25   |
| DURELL BAXTER                | Pneumatic Control ENG                            | Facilities Management                   | 102.25   |
| MICHELLE HARRIS              | Associate Professor                              | CAUSES                                  | 102.25   |
| KATHY DIXON                  | Assistant Professor                              | CAUSES                                  | 81.37    |
| LISA BURTON                  | Police Officer                                   | Public Safety - Staff                   | 102.25   |
| MARIA BYRD                   | Executive Director                               | OPIE - Staff                            | 81.37    |
| WILLIAM LATHAM               | Chief Student Development & Success Officer      | Office of the President                 | 85.53    |
| HERMAN ODOM                  | Employer Outreach Coordinator                    | WFDLL Dean - Staff                      | 102.25   |
| DAVID FRANKLIN               | Chief Operations Officer                         | Office of the Chief Operating Officer   | 173.41   |
| MARGO AMA GIDDENS            | Career Counselor                                 | Workforce Development                   | 102.53   |
| MARIE BROWN                  | Program Assistant                                | Workforce Development                   | 102.25   |
| DAVID GARNETT                | Director   | OCFO - UDC                              | 152.24   |
| ASHLEY MILTON                | Project Specialist                               | CAUSES                                  | 81.37    |
| TARA MCNAIR                  | Student Success Specialist                       | DSDS – Student Success Center           | 102.25   |
| BREION GOLDSBY HARRIS        | Academic Coach                                   | DSDS – Student Success Center           | 102.25   |
| TIA JEFFREY                  | ASSISTANT PROFESSOR                              | CAUSES-Nutr & Diet-Faculty              | 102.25   |
| SANDRA GREGG                 | Customer Service Specialist                      | Enrollment Services                     | 81.54    |
| LAURA LEE DAVIDSON           | Director   | Office of Sponsored Programs            | 102.25   |
| WILMA THOMPSON               | Office Manager                                   | College of Arts and Sciences            | 102.25   |
| PHILIP AGAR                  | Project Coordinator                              | CAUSES Dean -Staff                      | 102.25   |
| DAVID FRANKLIN               | Deputy Chief Operations Officer                  | Office of the Chief Operating Officer   | 81.37    |
| DAUNTE MARSHALL              | Student Success Specialist                       | Community College                       | 102.25   |
| YONSHALAE POWELL             | Associate Director, Student Center               | Student Development and Success         | 113.16   |
| ORLANDO TREADWELL            | Commander/Training Director                      | Public Safety - Staff                   | 85.53    |
| ELIZABETH MILLA JORDAN       | Office Manager                                   | Office of Career Services               | 102.25   |

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|---------------------------|---|--|--------|
| CHRISTOPHER BROWN         | Supervisory Police Officer, SGT               | Office of Public Safety & Emergency Management | 85.53  |
| SAUNDRA CARTER            | Program Director                              | Student Success/TRIO Programs                  | 102.25 |
| CORETTA TROXLER           | Marketing and Communications Assistant        | CAUSES   | 81.37  |
| JASMINE FLEMING           | Academic Advisor                              | DSDS – Student Success Center                  | 102.25 |
| SHANTELL FORNEY           | Office Manager                                | Student Development and Success                | 102.25 |
| PHOMIKA PALMER            | Alumni Office                                 | Office of the President                        | 102.25 |
| OPERATIONS CONTINUITY A   |   | Public Safety                                  | 102.25 |
| OPERATIONS CONTINUITY B   |   | Public Safety                                  | 102.25 |
| KATHERINE GARRISON        | Staff Assistant                               | Office of the Chief Financial Officer          | 151.94 |
| DIONNE REGIS              | Accounting Manager                            | Office of the Chief Financial Officer          | 102.25 |
| AKUA JORDAN               | Director of Graduate Recruitment & Operations | Enrollment Services                            | 102.25 |
| LISA HOWELL               | Budget Officer                                | Office of the Chief Financial Officer          | 102.25 |
| WAYNE MONTGOMERY          | Acting Director of Financial Aid              | Enrollment Services                            | 102.25 |
| NAKIA PUGH                | Associate Registrar                           | Registrar                                      | 102.25 |
| SHELIA MCKAY              | Admissions Counselor                          | Enrollment Management                          | 151.94 |
| ANGELITA BOWDEN           | HRIS Assistant                                | Office of Human Resources                      | 102.25 |
| RONALD WILLIAMS           | Assessment Director                           | Workforce Development                          | 102.25 |
| DONEVIERE BATTLE          | Employer Outreach Coordinator                 | Workforce Development                          | 102.25 |
| ANDRE EBA                 | Program Support Specialist                    | Workforce Development                          | 102.25 |
| VICTORIA WORDSWORTH       | Administrative Assistant                      | Workforce Development                          | 151.94 |
| CHERYL BLAIR              | Administrative Assistant                      | Workforce Development                          | 102.25 |
| PHILLIP PREMDAS           | Assistant Site Director                       | Workforce Development                          | 102.25 |
| TIFFANY JOHNSON LARGENT   | Program Specialist                            | CAUSES   | 102.25 |
| DOUGLAS DAVIS             | Assistant Site Director                       | Workforce Development                          | 102.25 |
| AMY SCHWEITZER            | Program Specialist                            | CAUSES   | 102.25 |
| JOHN BROOKS               | Assistant Site Director                       | Workforce Development                          | 102.25 |
| KEIRA BUTLER              | Administrative Assistant                      | Workforce Development                          | 122.59 |
| BANAFSHEH DEHDASDHTIZADEH | Sr. Program Coordinator                       | CAUSES   | 102.25 |
| UDCPS LEX L11             |   | Public Safety                                  | 102.25 |
| ANDREA LINTHICUM          | Admission Counselor                           | Enrollment Services                            | 151.94 |
| LAKEISA STINSON           | Grants Program Manager                        | Office of the Chief Financial Officer          | 102.25 |
| IDONO GBENRO              | Admission Counselor                           | Enrollment Services                            | 102.25 |
| TIFFANY COOPER            | Registrar                                     | Enrollment Services                            | 102.25 |
| TOINETTE MARSHALL         | Student Employment Coordinator                | Enrollment Services                            | 102.25 |
| SHALA BUTTS               | Admission Counselor                           | Enrollment Services                            | 102.25 |
| MACKENZIE ROGERS          | HR Assistant                                  | Human Resources                                | 49.38  |
| JESSICA GARDNER           | Project & Management Analyst                  | Office of the President                        | 81.37  |
| DERWAYNE HENRY            | Marketing and Communications Manager          | CAUSES   | 81.37  |
| JOYCE WALKER              | Program Coordinator                           | DSDS – Student Success Center                  | 102.25 |
| SHARON WILLIAMS           | Customer Service Representative               | Community College                              | 102.55 |
| HATTIE ROGERS             | HUMAN RESOURCES SPEC EMP BEN                  | Human Resources - Staff                        | 151.94 |
| BRITTNEY GREGORY          | Executive Assistant                           | CAUSES   | 102.25 |
| BOCK SZYMKOWICZ           | Career Counselor, Student Success Services    | Workforce Development                          | 102.25 |
| RENICA ROBINSON           | Student Success Specialist                    | Workforce Development                          | 102.25 |
| LUISA MERRILL             | Assistant Site Director                       | CAUSES   | 64.78  |
| KENNETH COOPER            | Academic Advisor                              | CAUSES   | 63.15  |
| PATRICIA BON              | Project Associate                             | CAUSES   | 102.25 |
| ANDREA LINTHICUM          | Admission Counselor                           | Enrollment Services                            | 81.37  |
| DANYAL EISENBRANDT        | Staff Assistant                               | CAUSES   | 81.37  |
| DANYAL EISENBRANDT        | Staff Assistant                               | CAUSES   | 81.37  |
| RICARDO BROWN             | Associate Dean                                | CAUSES   | 102.25 |
| OSHANE ORR                | Intern Student                                | CAUSES   | 102.25 |
| BHUSHAN KULKARNI          | Project Specialist                            | CAUSES   | 102.25 |
| TIMOTHY HARRISON          | Banner Functional Specialist                  | Enrollment Services                            | 102.25 |
| LASEAN CLAY ROBINSON      | Student Success Specialist                    | DSDS – Student Success Center                  | 102.25 |

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|--------------------------|--|--|----------|
| DARRYL HYLTON            | Academic Coach                         | DSDS – Student Success Center                | 102.25   |
| KAYDIAN JONES            | Career Counselor                       | Office of Career Services                    | 102.25   |
| GIFT MIDDLEBROOKS        | Academic Advisor                       | DSDS – Student Success Center                | 102.25   |
| PATRICIA GARRETT         | Administrative Specialist              | DSDS – Student Success Center                | 102.25   |
| DEBORAH DESSASO          | Writing Center Director                | DSDS – Student Success Center                | 102.25   |
| ANNE MARIE JEAN BAPTISTE | Assistant Professor                    | CAUSES                                       | 102.25   |
| PIER BROADNAX            | Director, Nursing Program              | CAUSES                                       | 102.25   |
| PHRONIE JACKSON          | ASSISTANT PROFESSOR                    | CAUSES                                       | 102.25   |
| STEVEL LEE               | Student Success Specialist             | Workforce Development                        | 102.25   |
| KELVIN PAYNE             | Administrative Specialist              | Workforce Development                        | 102.25   |
| KIMBERLY TUTTLE          | Assistant Professor                    | CAUSES                                       | 102.25   |
| BESSIE STOCKARD          | Associate Professor                    | CAUSES                                       | 102.25   |
| MICHAEL DURANT           | Director                               | Workforce Development                        | 63.15    |
| ELMIRA ASONGWED          | Associate Professor                    | CAUSES                                       | 102.25   |
| ELIZABETH GEARIN         | Project Specialist                     | CAUSES                                       | 107.95   |
| KIM BLANEY BIVINGS       | Student Success Specialist             | Workforce Development                        | 102.25   |
| DENISE JOYNER            | Contract Specialist                    | Office of Strategic Sourcing and Procurement | 102.25   |
| SURESH MURUGAN           | Vice President, Information Technology | Information Technology                       | 1,743.12 |

## Attachment #4(b) Cellular Devi

| User name                | Title                               |
|--------------------------|-------------------------------------|
| RONALD CULMER            | Deputy Chief                        |
| EMANUEL YEOMAN           | Maintenance Specialist              |
| ALEX GARRETT             | Capital Program Administer          |
| WENDELL HOLMES           | MAINTENANCE MECHANIC                |
| CILFTON BROWNE           | Maintenance Mechanic/Locksmith      |
| NELSON JACKSON           | Sergeant                            |
| RAJEEV BANSAL            | Dir Institutional Res., Data M      |
| JANICE JACKSON           | Academic Advisor                    |
| DOMINA GLENN             | Student Success Specialist          |
| IDONO GBENRO             | Admission Counselor                 |
| GLORIA BETTS             | Student Accounts Specialist         |
| CARLTON CROCKETT         | Sr. Program Coordinator             |
| BYRON TYER               | Information Technology Specialist   |
| SOFIA TOMA               | Case Manager                        |
| CATHY DONOHUE            | Supervisory Case Manager            |
| AMELIA NANCE             | Case Manager                        |
| YOLANDRA PLUMMER         | Asso. Professor/Program Director    |
| JAMES JACKSON            | Human Resources Operations Manager  |
| BRANDON RUSSELL          | Technical Support and Network       |
| CARL MOORE               | Assistant CAO Academic              |
| MARC STROTHERS           | ASST VP STUD AFFAIRS                |
| ANGELA WADE              | Database Administrator              |
| URSULA MARTIN            | Executive Assistant/Project Manager |
| MOHAMED HALLACK          | Project Assistant                   |
| DEBORAH SULLIVAN         | Vice President Talent Management    |
| GREGORY COOPER           | Project Specialist                  |
| MICHAEL WARREN           | Fitness Specialist                  |
| SEQUOYAH ADEBAYO         | Director Veterans Affairs           |
| CHARLES SMITH            | Manager Information Information     |
| BRIAN GRAHAM             | Police Officer                      |
| TIMIYA GREENFIELD        | Police Officer                      |
| BRANDON MCCLANEY         | Police Officer                      |
| TYRA GLEATON             | Police Officer                      |
| DARIUS JACKSON           | Police Officer                      |
| BRIAN ALSTON             | Police Officer                      |
| ANTHONY JIMENEZ-MENENDEZ | Police Officer                      |
| BRIAN HEDRICK            | Police Officer                      |
| WILLIAM MITCHELL         | Police Officer                      |
| LAKESHA THOMPSON         | Police Officer                      |
| ANTONIO BRIDGES          | Police Officer                      |
| JOHN DODD                | Police Officer                      |
| VIDERA WASHINGTON        | Police Officer                      |

|                             |  |
|-----------------------------|--|
| BARBARA TERRY               | Campus Service Operation Manager       |
| SCOTT THOMPSON              | Supervisory Officer, SGT               |
| SENAI SIMON                 | Manager Auxiliary Services             |
| AVETTA WHITE                | Counselor                              |
| WAYNE LUCAS                 | Desktop Support Technician             |
| RONALD CULMER               | Deputy Chief                           |
| MELINDA JENNINGS            | Director, Student Life                 |
| REBA LEE BRIAN              | Executive Director                     |
| AKIA EMBRY                  | Vice President Talent Management       |
| LEE BRIAN REBA              | Coordinator STUD OUT LDERS DEV         |
| JACQUELINE WILLIAMS         | COMMUNICATIONS SPECIALIST              |
| DANIEL HALL                 | Program Coordinator                    |
| ERIC JOHNSON                | Staff Assistant                        |
| SIMONE GRANT                | Head Women's XC/Track & Field Coach    |
| ROY LYCORISH                | Logistics and Research Associate       |
| SYLVESTER OTIJI             | Adjunct Instructor                     |
| SHELLY IPAD BRODERICK       | Professor                              |
| DEREK ANDREWS               | Career Counselor                       |
| ANTHONY COLLINS             | Maintenance and Operations Sup         |
| RONALD MASON                | President                              |
| AVIS RUSSELL                | Acting General Counsel                 |
| CETRINA SMITH               | Captain                                |
| RADHAMES MEDINA             | MAINTENANCE MECHANIC                   |
| ELDRED GARNETT              | Maintenance Mechanic Team Lead         |
| LESLIE PINYAN               | DATABASE ADMINISTRATOR                 |
| HERMINA PETERS              | DEAN OF STUD ACHIEVEMENT               |
| SURESH MURUGAN              | Vice President, Information Technology |
| THOMAS LICATA               | Assistant Professor, Music Program     |
| MATTHEW THOMPSON            | HEAD SOCCER COACH                      |
| JOANN FORBES                | Secretary to AVP-SD                    |
| LATOSHA BALDWIN             | Assistant Director, Student Su         |
| RONNIE HAYES                | Transportation Assistant               |
| HARRIS TROBMAN              | Project Specialist (Green Tech)        |
| REGINALD FRAZIER            | Maintenance Mechanic Team Lead         |
| THOMAS WHEET                | Logistics and Research                 |
| DONI RUSSELL                | Logistics and Research                 |
| JEFFERY FLEMING             | Associate Dean                         |
| CARMEN HERNANDEZ-CANDELARIO | Staff Assistant                        |
| SABINE OHARA                | Distinguish Professor                  |
| RAYSA LEER                  | Exe. Dir of Business Affairs           |
| WIFI HOTSPOT BANSAL RAJEEV  | Dir Institutional Res., Data M         |
| CLAYTON MCLAUGHLIN          | Disability Counselor                   |
| ASHLEY MILTON               | Project Specialist                     |
| JEROME SHELTON              | Board of Trustee Member                |

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|---------------------------|---|
| ANTHONY TARD D            | Board of Trustee Member                               |
| AKIA EMBRY                | Director, Employee and labor Relations                |
| STEPHAN BYAM              | Asso. VP, Information Technology                      |
| BILL TUOHY                | Supervisory Information Techno                        |
| UDC BELTSVILLE FARM 2     |   |
| UDC BELTSVILLE FARM 1     |   |
| AMOS DORBOR               | Senior Destop Technician                              |
| MARY A HARRIS             | DIR OF CONTRACTING & PROC.                            |
| LEAYETTE PATRICE BUCHANAN | OFFSET DUP PRESS OPR                                  |
| DANNY MEDINA              | Maintenance Mechanic                                  |
| DAVID DUNCAN              | Warehouse SHP/REC Clerk                               |
| JAMES EWINGS              | Warehouse Manager, Shipping ad                        |
| MELBA BROOME              | Director LRD  |
| MARIA BYRD                | Executive Director                                    |
| SHERMAN COOK              | Site Director   |
| ALEX BAKO                 | Dir. Risk Management                                  |
| ANGELA SMITH              | Police Officer  |
| SSB M1 OPSEM              |   |
| JANELLE MORROW            | Webmaster   |
| YODIT SEIFU               | Application Programmer                                |
| LAVITA BASSETT            | Manager   |
| OISM LOANER ONE           |   |
| ALAN WALSH                | Capital Project Manager                               |
| LEVITA BASSETT            | Manager   |
| CHARLES SMITH             | Manager Information Information                       |
| MAURICE GREEN             | Desktop Support Technician                            |
| LINCOLN ANDRIES           | WAREHOUSE SHP/REC.CLK                                 |
| SIMMIE TERRELL            | PNEUMATIC CONTROL ENG                                 |
| EDWARD BROWN              | Maintenance Mechanic                                  |
| ANDY BELACHEW             | Campus Service Operation Manager                      |
| TERESA TURNER             | Program Coordinator of Snap Ed                        |
| SENAI SIMON               | Manager Auxiliary Services                            |
| DEBORAH SULLIVAN          | HUMAN RESOURCES SPEC EMP BEN                          |
| WILLIAM HARE              | Associate Dean of Programs/Ass                        |
| UDCPD PATROL CAR1         |   |
| EDITH WESTFALL            | Associate Dean, WDLL                                  |
| JAVIER DUSSAN             | Vice President of Facilities & Real Estate Management |
| ERICA WRIGHT              | Assistant General Counsel                             |
| QUINTINA PURNELL          | Administrative Assistant                              |
| MCHEZAJI AXUM             | Director, Center for Urban Agr                        |
| DEBBIE SPENCER            | Staff Assistant                                       |
| SERENA BUTLER-JOHNSON     | Director, Counseling Center                           |
| REBECCA BANKHEAD          | Director, Center of 4H & Youth                        |

|                          |  |
|--------------------------|--|
| ALOYSIUS REGIS           | Manager Telecom                        |
| DAVID MOORE              | Maintenance Mechanic                   |
| BYRON TYER               | Information Technology Specialist      |
| MICHAEL RILEY            | Head, Men's Basketball Coach           |
| TRELUNDA BECKETT         | Special Assistant                      |
| JANELLE MORROW           | Webmaster                              |
| JAMES MAIDEN             | Acting Associate Dean                  |
| JEFRE HOLMES             | Site Director                          |
| LENNEITA HAIGLER         | Staff Assistant                        |
| MATTHEW KNIGHT           | SUPERVISORY POLICE OFFICER SGT         |
| DARIUS BAKER             | Site Director                          |
| CASSIDY WEITMAN          | Program Coordinator                    |
| JORGE MARQUEZ            | Police Officer                         |
| GERALD MENDIZABAL        | Police Officer                         |
| RAELEENA COLLINGTON      | Adjunct Professor                      |
| ANGELA CHAPPELL          | Information Processor                  |
| ERICK MYRICK             | Student Account Specialis              |
| SHANTAE JONES            | Student Account Specialist             |
| EDUARDO BERNAL           | Student Accounts Technician            |
| GAIL MAYHEW TURNER       | Information Technology Specialist      |
| DEV DAS SHETTY           | Dean                                   |
| LECHEAY ARMSTRONG        | Social Media Digital Intern            |
| YAH ZEHIRA BERRY         | Student                                |
| GISELL BLANCO            | Student                                |
| DERRECK JORDAN           | Employer Outreach Coordinator          |
| WILLIAM POLLARD          | COMMUNICATIONS SPECIALIST              |
| SCOTT THOMPSON           | Supervisory Officer, SGT               |
| PAMELA BUTLER            | Rehabilitation Specialist              |
| PATRICK GUSMAN           | Executive Director                     |
| JUANITA GRAY             | DIRECTOR                               |
| FRENIKA RIVERS           | Executive Secretary                    |
| EDDIE WHITAKER           | Capital Procurement Manager            |
| MATTHEW RICHARDSON       | Assistant Director for Urban A         |
| RUSSELL BRANDON TEST PH  | Technical Support and Network          |
| ROBERT PARKER            | BOILER PLANT OPERATOR LEADER           |
| MAJEEDA AL-JABBAR        | Site Director                          |
| ROBIN SHARPS             | Accounts Payable Supervisor            |
| RODERICK FUQUAY          | Desktop Support Tech                   |
| RALPH BELTON             | Chairperson, Architecture and Planning |
| JOANNA EDWARDS           | CAPITAL PROJECTS MANAGER               |
| JOSIE HOOVER             | Compliance Officer                     |
| LETITIA WILLIAMS         | Asst. V.P. Student Development         |
| CALVIN STOVER            | Director, Employee & labor             |
| JEANNETTA BOWMAN CLAYTON | HRIS Specialist                        |

|                   |  |
|-------------------|--|
| ANGELA WADE       | Database Administrator                                   |
| NOVAE SYLVA       | Student Intern   |
| KIMBERLY TUTTLE   | Assistant Professor                                      |
| MACKENZIE ROGERS  | HR Assistant   |
| MARLENA WRIGHT    | Assistant Director of Communications                     |
| AMBER HUGHES      | Talent Specialist  |
| APRIL COLE        | Financial Aid Counselor                                  |
| KATHY MOSLEY      | Financial Aid Counselor                                  |
| WANDA PITTMAN     | Pay Services Manager                                     |
| OMAR HARROD       | Lead Recruitment Specialist                              |
| BRANDON RUSSELL   | Technical Support and Network                            |
| ALYCE MCFARLAND   | Financial Aid Counselor                                  |
| NAILAH WILLIAMS   | Interim Associate Vice President for Enrollment Services |
| MONIQUE GUILLORY  | Senior VP, Chief of Staff                                |
| GIANA HENDRICK    | Executive Assistant                                      |
| GIANA HENDRICK    | Executive Assistant                                      |
| MARIE NKUMBE      | Program System Specialist                                |
| CORETTA TREXLER   | Marketing and Communications Assistant                   |
| ANNA FRANZ        | Assistant Professor                                      |
| RICHARD MBAKOP    | IT Specialist  |
| ANWAR ATRASH      | Information Technology Engineer                          |
| THEODORE MAHAFFEY | Head, Men's and Women's Tennis                           |
| TRINICE MCNALLY   | Dir. Multicultural Affairs and Diversity                 |
| JOEL PHILLIP      | Head, Cross Country and Track                            |
| JHAMED OWENS      | RESIDENTIAL LIFE ADVISOR                                 |
| DENISE SLAUGHTER  | Special Assistant to the Provost                         |
| TIFFANY WILSON    | Dorm Monitor   |
| KATHY DIXON       | Assistant Professor                                      |
| JEFFERY SINGLEY   | PLUMBER  |
| NATASHA BENNETT   | Instructor   |
| JAYDE WHITING     | RESIDENTIAL LIFE ADVISOR                                 |
| SABRINA FULGHUM   | Direct of Recruitment and Admissions                     |
| CASSANDRA PARKER  | Capital Program Officer                                  |
| JON NILES         | Outreach Coordinator                                     |
| WILLIAM POLLARD   | COMMUNICATIONS SPECIALIST                                |
| DONTA THORNTON    | Staff Assistant  |
| DERWAYNE HENRY    | Marketing and Communications Manager                     |
| ERIC ZEDALIS      | Assistant Director of Athletics                          |
| MIRANDA DESMARALS | Program Coordinator of Snap Ed                           |
| ANDREW CARSON     | Data and Assessment Manager                              |
| RODGER COLBERT    | Head Coach, Lacrosse (Men)                               |
| NAKIA PUGH        | ASSOCIATE REGISTRAR                                      |

|                            |   |
|----------------------------|---|
| TIFFANY COOPER             | Registrar                                   |
| WILLIAM LATHAM             | Chief Student Development & Success Officer |
| DONI RUSSELL               | Coordinator STUD OUT LDERS DEV              |
| DIEDRE ROBINSON            | Executive Associate                         |
| STATEGIC SERV RUGGED 2     |   |
| STATEGIC SERV RUGGED 4     |   |
| DIANA HOUSEIN              | SEVIS Coordinator                           |
| STATEGIC SERV RUGGED 1     |   |
| STATEGIC SERV RUGGED 5     |   |
| MIFI HOTSPOT PINYAN LESLIE | DATABASE ADMINISTRATOR                      |
| OLUWASOLA IJOYAH           | Student Activities Specialist               |
| FRANCESCA ALESI            | Clinical Services Coordinator               |
| TOLESSA DEKSISSA           | Director, WRRRI                             |
| TESFAYE MESKEL             | Motor Vehicle Operator (Mail C              |
| SHAUNA BREW                | Auxiliary Services Business Manager         |
| ANNA FRANZ                 | Assistant Professor                         |
| ALISHA MITCHELL            | Student Success Specialist                  |
| ANNIE WHATLEY              | Asst. VP External Relations                 |
| WILLIAM TYNER              | Athletic Trainer                            |
| MASHONDA SMITH             | Dean  |
| ALFRED CAVANAUGH           | Information Technology Compliance           |
| JACQUELINE WILLIAMS        | COMMUNICATIONS SPECIALIST                   |
| JEREMY WOOD                | Rehabilitation Counselor                    |
| ANGELA KENION WYNN         | Management Assistant                        |
| TIMOTHY HATCHETT           | Assistant Vice President Student Success    |
| CAROLINE OYUYO             | Management Specialist                       |
| DOUGLAS DAVIS              | Assistant Site Director                     |
| STEPHANIE DAVIS            | Data Processing and Document Manager        |
| STATEGIC SERV RUGGED 3     |   |
| STATEGIC SERV RUGGED 6     |   |
| PAULETTE WOOTEN-MARTIN     | Career Counselor                            |
| ALIYA HASSELL              | Financial Aid Counselor                     |
| JORDAN CLAYTON             | AmeriCorps Vista Fellow                     |
| MICHAEL WHYTE              | Urban Food Hub Consultant                   |
| CETRINA SMITH              | Captain                                     |
| ANDRE MYERS                | Head Coach Swimming/Aquatic                 |
| KATRINA JOHNSON            | Financial Aid Compliance Officer            |
| DELL RUGGED 80-13330       |   |
| CHARLES AMERSON            | Director Student Center                     |
| JOEL STREET                | Student Services Coordinator                |
| ALFREDA ELLIS              | Financial Aid Counselor                     |
| ROY LANE                   | Chief Financial Officer                     |

|                              |   |
|------------------------------|---|
| KAMRAN ZENDEHDEL             | Acting Director                                     |
| EVETTE DAVIS                 | MailRoom Clerk                                      |
| KELITA BOYD                  | Executive Assistant                                 |
| CYNTHIA MUHAMMAD             | Grants Management Specialist                        |
| SHAWNDA SANFORD              | Staff Assistant                                     |
| SAVENA FULLER                | Student Intern                                      |
| RAJAY LINHSAY                | Student Intern                                      |
| TERESA MERZ                  | Staff Assistant                                     |
| KELITA BOYD                  | Executive Assistant                                 |
| YAHYA MADYUN                 | Asst. Director, Center for 4H                       |
| RONALD CULMER                | Deputy Chief  |
| ORLANDO TREADWELL            | Commander/Training Director                         |
| CHRISTOPHER BROWN            | Supervisory Police Officer, SGT                     |
| STRAT SERV BUREAU 1          |   |
| DANYAL EISENBRAND            | Staff Assistant                                     |
| MARLENA WRIGHT               | Assistant Director of Athletic                      |
| JOEL STREET                  | Student Services Coordinator                        |
| BARBARA GREGORY              | Staff Assistant                                     |
| EVOLA BATES                  | Chief of Staff                                      |
| VICTOR MCCRAY                | Vice President, Research and Sponsored Programs     |
| MICHAEL ROGERS               | Executive Director                                  |
| RA DORM MONITOR GRAY JUANITA | DIRECTOR  |
| RONALD MASON                 | President   |
| CHARLES SUTTON               | Director, Title III                                 |
| BRIAN CONNELL                | Budget Officer                                      |
| MIKE ROGERS                  | Executive Director                                  |
| RONALD CULMER IPAD PRO       | Deputy Chief  |
| RODERICK FUQUAY              | Desktop Support Tech                                |
| GRADY WRIGHT                 | Academic Advisor                                    |
| OLIVIA HARP                  | Program Associate                                   |
| MONICA GASKIN                | Student Health Services Coordi                      |
| DIEGO LAHAYE                 | Extension Agent I                                   |
| ADRIAN BLACKMON              | Supervisory Officer, LT                             |
| NICHOLAS HAYES               | Building Manager                                    |
| OISM LOANER TWO              |   |
| RALPH BELTON                 | Chairperson, Architecture and Planning              |
| TERRY BEST                   | Staff Assistant                                     |
| SANDRA SHANDS STRONG         | Student Development Counselor /<br>Career Counselor |
| MIFI HOTSPOT IT LOANER 3     |   |
| CASSANDRA PARKER             | Capital Program Officer                             |
| IPAD PRO MIKE ROGERS         | Executive Director                                  |

|                         |  |
|-------------------------|--|
| MIFI2200 LOANER2 UDC IT |  |
| LILLIE MONROE-LORD      | Director, Center of Nutrition,                   |
| MARSHELLE HAILSTOCK     | Project Coordinator (Outreach)                   |
| PAUL BROWN              | Program Coordinator for Food S                   |
| DURELL BAXTER           | Pneumatic Control ENG                            |
| MICHELLE HARRIS         | Associate Professor                              |
| KATHY DIXON             | Assistant Professor                              |
| LISA BURTON             | Police Officer                                   |
| MARIA BYRD              | Executive Director                               |
| WILLIAM LATHAM          | Chief Student Development & Success<br>Officer   |
| HERMAN ODOM             | Employer Outreach Coordinator                    |
| DAVID FRANKLIN          | Chief Operations Officer                         |
| MARGO AMA GIDDENS       | Career Counselor                                 |
| MARIE BROWN             | Program Assistant                                |
| DAVID GARNETT           | Director   |
| ASHLEY MILTON           | Project Specialist                               |
| TARA MCNAIR             | Student Success Specialist                       |
| BREION GOLDSBY HARRIS   | Academic Coach                                   |
| TIA JEFFREY             | ASSISTANT PROFESSOR                              |
| SANDRA GREGG            | Customer Service Specialist                      |
| LAURA LEE DAVIDSON      | Director   |
| WILMA THOMPSON          | Office Manager                                   |
| PHILIP AGAR             | Project Coordinator                              |
| DAVID FRANKLIN          | Deputy Chief Operations Officer                  |
| DAUNTE MARSHALL         | Student Success Specialist                       |
| YONSHALAE POWELL        | Associate Director, Student Center               |
| ORLANDO TREADWELL       | Commander/Training Director                      |
| ELIZABETH MILLA JORDAN  | Office Manager                                   |
| CHRISTOPHER BROWN       | Supervisory Police Officer, SGT                  |
| SAUNDRA CARTER          | Program Director                                 |
| CORETTA TROXLER         | Marketing and Communications<br>Assistant        |
| JASMINE FLEMING         | Academic Advisor                                 |
| SHANTELL FORNEY         | Office Manager                                   |
| PHOMIKA PALMER          | Alumni Office                                    |
| OPERATIONS CONTINUITY A |  |
| OPERATIONS CONTINUITY B |  |
| KATHERINE GARRISON      | Staff Assistant                                  |
| DIONNE REGIS            | Accounting Manager                               |
| AKUA JORDAN             | Director of Graduate Recruitment &<br>Operations |
| LISA HOWELL             | Budget Officer                                   |
| WAYNE MONTGOMERY        | Acting Director of Financial Aid                 |

|                           |   |
|---------------------------|---|
| NAKIA PUGH                | Associate Registrar                           |
| SHELIA MCKAY              | Admissions Counselor                          |
| ANGELITA BOWDEN           | HRIS Assistant                                |
| RONALD WILLIAMS           | Assessment Director                           |
| DONEVIERE BATTLE          | Employer Outreach Coordinator                 |
| ANDRE EBA                 | Program Support Specialist                    |
| VICTORIA WORDSWORTH       | Administrative Assistant                      |
| CHERYL BLAIR              | Administrative Assistant                      |
| PHILLIP PREMDAS           | Assistant Site Director                       |
| TIFFANY JOHNSON LARGENT   | Program Specialist                            |
| DOUGLAS DAVIS             | Assistant Site Director                       |
| AMY SCHWEITZER            | Program Specialist                            |
| JOHN BROOKS               | Assistant Site Director                       |
| KEIRA BUTLER              | Administrative Assistant                      |
| BANAFSHEH DEHDASDHTIZADEH | Sr. Program Coordinator                       |
| UDCPS LEX L11             |   |
| ANDREA LINTHICUM          | Admission Counselor                           |
| LAKEISA STINSON           | Grants Program Manager                        |
| IDONO GBENRO              | Admission Counselor                           |
| TIFFANY COOPER            | Registrar                                     |
| TOINETTE MARSHALL         | Student Employment Coordinator                |
| SHALA BUTTS               | Admission Counselor                           |
| MACKENZIE ROGERS          | HR Assistant                                  |
| JESSICA GARDNER           | Project & Management Analyst                  |
| DERWAYNE HENRY            | Marketing and Communications<br>Manager       |
| JOYCE WALKER              | Program Coordinator                           |
| SHARON WILLIAMS           | Customer Service Representative               |
| HATTIE ROGERS             | HUMAN RESOURCES SPEC EMP BEN                  |
| BRITTNEY GREGORY          | Executive Assistant                           |
| BOCK SZYMKOWICZ           | Career Counselor, Student Success<br>Services |
| RENICA ROBINSON           | Student Success Specialist                    |
| LUISA MERRILL             | Assistant Site Director                       |
| KENNETH COOPER            | Academic Advisor                              |
| PATRICIA BON              | Project Associate                             |
| ANDREA LINTHICUM          | Admission Counselor                           |
| DANYAL EISENBRANDT        | Staff Assistant                               |
| DANYAL EISENBRANDT        | Staff Assistant                               |
| RICARDO BROWN             | Associate Dean                                |
| OSHA NE ORR               | Intern Student                                |
| BHUSHAN KULKARNI          | Project Specialist                            |
| TIMOTHY HARRISON          | Banner Functional Specialist                  |
| LASEAN CLAY ROBINSON      | Student Success Specialist                    |
| DARRYL HYLTON             | Academic Coach                                |

|                          |  |
|--------------------------|--|
| KAYDIAN JONES            | Career Counselor                       |
| GIFT MIDDLEBROOKS        | Academic Advisor                       |
| PATRICIA GARRETT         | Administrative Specialist              |
| DEBORAH DESSASO          | Writing Center Director                |
| ANNE MARIE JEAN BAPTISTE | Assistant Professor                    |
| PIER BROADNAX            | Director, Nursing Program              |
| PHRONIE JACKSON          | ASSISTANT PROFESSOR                    |
| STEVEL LEE               | Student Success Specialist             |
| KELVIN PAYNE             | Administrative Specialist              |
| KIMBERLY TUTTLE          | Assistant Professor                    |
| BESSIE STOCKARD          | Associate Professor                    |
| MICHAEL DURANT           | Director                               |
| ELMIRA ASONGWED          | Associate Professor                    |
| ELIZABETH GEARIN         | Project Specialist                     |
| KIM BLANEY BIVINGS       | Student Success Specialist             |
| DENISE JOYNER            | Contract Specialist                    |
| SURESH MURUGAN           | Vice President, Information Technology |

ce List FY 2022 (to date)

| Department                                   | Total Charges |
|--|---------------|
| Public Safety                                | 85.53         |
| Facilities Management                        | 151.94        |
| Capital Projects                             | 85.53         |
| Campus Services - Staff                      | 63.15         |
| Facilities Management                        | 151.94        |
| Public Safety                                | 85.53         |
| Institutional Research                       | 102.25        |
| Community College                            | 102.25        |
| DSDS – Student Success Center                | 102.25        |
| Enrollment Services                          | 81.37         |
| Office of the Chief Financial Officer        | 102.25        |
| CAUSES                                       | 102.25        |
| Information Technology                       | 102.25        |
| School of Business and Public Administration | 117.34        |
| School of Business and Public Administration | 117.34        |
| School of Business and Public Administration | 117.34        |
| School of Business and Public Administration | 117.34        |
| Talent Management                            | 102.25        |
| Information Technology                       | 85.53         |
| President's Office                           | 102.25        |
| Student Affairs - Staff                      | 102.25        |
| Information Technology                       | 151.94        |
| Office of Human Resources                    | 102.25        |
| CAUSES                                       | 102.25        |
| Talent Management                            | 85.53         |
| CAUSES                                       | 102.25        |
| Student Center                               | 102.25        |
| Student Development and Success              | 102.25        |
| OPIE   | 184.05        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |
| Public Safety                                | 151.94        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |
| Public Safety                                | 102.25        |

|                                 |        |
|---------------------------------|--------|
| Facilities & RE                 | 151.94 |
| Public Safety                   | 85.53  |
| Auxiliary Services              | 102.25 |
| CC Student Achievement          | 102.25 |
| Information Technology-Staff    | 102.25 |
| Public Safety                   | 81.46  |
| Student Affairs - Staff         | 151.94 |
| Office of the President         | 49.38  |
| Talent Management               | 81.37  |
| Student Development and Success | 81.37  |
| Office of the President         | 151.94 |
| Workforce Development           | 102.25 |
| Community College               | 102.25 |
| Athletics                       | 151.94 |
| CAUSES                          | 152.24 |
| Workforce Development           | 102.25 |
| David A Clarke School of Law    | 81.37  |
| Workforce Development           | 102.25 |
| Campus Services                 | 102.25 |
| Office of the President         | 81.37  |
| Office of the General Counsel   | 151.94 |
| Public Safety                   | 223.31 |
| Campus Services - Staff         | 269.02 |
| Facilities Management           | 102.25 |
| Information Technology-Staff    | 81.47  |
| CEO Comm College- Staff         | 151.94 |
| Information Technology          | 102.25 |
| College of Arts and Sciences    | 102.25 |
| Athletics - Staff               | 132.50 |
| DSDS – Student Success Center   | 102.25 |
| Student Affairs - Staff         | 102.25 |
| Campus Services                 | 102.25 |
| CAUSES Dean -Staff              | 102.25 |
| Campus Services - Staff         | 102.25 |
| CAUSES Dean -Staff              | 102.25 |
| CAUSES Dean -Staff              | 81.37  |
| College of Arts and Sciences    | 102.25 |
| CAUSES                          | 130.06 |
| CAUSES                          | 152.49 |
| President's Office -Staff       | 85.53  |
| Title III Office - Staff        | 81.37  |
| Student Development and Success | 102.25 |
| CAUSES                          | 102.25 |
| UDC Board of Trustees           | 81.37  |

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|---|--------|
| UDC Board of Trustees                                       | 81.37  |
| Office of Human Resources                                   | 102.25 |
| Information Technology                                      | 445.03 |
| Learning Resources  | 102.25 |
| CAUSES  | 81.37  |
| CAUSES  | 81.37  |
| Information Technology                                      | 160.94 |
| Procurement - Staff   | 85.53  |
| Campus Services - Staff                                     | 102.25 |
| Auxiliary Enterprises                                       | 151.94 |
| Campus Services - Staff                                     | 102.25 |
| Campus Services - Staff                                     | 430.89 |
| Learning Resources - Staff                                  | 151.94 |
| OPIE - Staff  | 102.25 |
| WFDLL Site Ops - Staff                                      | 151.94 |
| Office of the General Counsel                               | 85.53  |
| Public Safety   | 102.25 |
| Public Safety   | 102.25 |
| Office of of the Chief Operating Officer                    | 833.63 |
| Information Technology-Staff                                | 151.94 |
| Facilities & RE -Staff                                      | 81.37  |
| Information Technology                                      | 81.37  |
| Capital Project   | 102.25 |
| Facilities & RE -Staff                                      | 122.59 |
| OPIE  | 102.25 |
| CEO Comm College- Staff                                     | 102.25 |
| Campus Services - Staff                                     | 154.74 |
| Campus Services - Staff                                     | 102.25 |
| Facilities Management                                       | 102.25 |
| Facilities & RE   | 151.94 |
| CAUSES-Nutr & Diet-Staff                                    | 102.25 |
| Auxiliary Services  | 67.14  |
| Human Resources - Staff                                     | 42.05  |
| CAUSES Dean -Staff  | 151.94 |
| Public Safety   | 194.72 |
| Workforce Development                                       | 102.25 |
| Office of Facilities & Real Estate<br>Management/Operations | 85.53  |
| Office of the General Counsel                               | 102.25 |
| Workforce Development                                       | 102.25 |
| CAUSES-Cntr Urb Agr-Staff                                   | 151.94 |
| Information Technology                                      | 102.25 |
| Student Development and Success                             | 151.94 |
| CAUSES - Cntr 4H & YD- Staff                                | 102.25 |

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|--|--------|
| Information Technology                       | 525.61 |
| Facilities Management                        | 151.98 |
| Information Technology                       | 81.37  |
| Athletics - Staff                            | 102.25 |
| Student Development and Success              | 151.94 |
| Office of of the Chief Operating Officer     | 81.37  |
| CAUSES                                       | 102.25 |
| WFDLL Site Ops - Staff                       | 102.25 |
| CAUSES                                       | 63.15  |
| Public Safety - Staff                        | 61.06  |
| Workforce Development                        | 102.25 |
| CAUSES                                       | 102.25 |
| Public Safety                                | 85.53  |
| Public Safety                                | 85.53  |
| CAUSES                                       | 102.25 |
| Admissions Office                            | 102.25 |
| Office of the Chief Financial Officer        | 102.25 |
| Office of the Chief Financial Officer        | 102.25 |
| Office of the Chief Financial Officer        | 102.25 |
| Information Technology                       | 151.94 |
| School of Engineering and Applied Sciences   | 102.25 |
| Marketing and Communications                 | 148.76 |
| Division of Student Development and Success  | 60.67  |
| Division of Student Development and Success  | 40.01  |
| Office of Career Services                    | 151.94 |
| Public Safety - Staff                        | 61.04  |
| Public Safety                                | 61.04  |
| Division of Student Development and Success  | 102.25 |
| President's Office -Staff                    | 85.53  |
| Government Relations - Staff                 | 85.53  |
| Office of the Board of Trustees              | 102.25 |
| Office of Strategic Sourcing and Procurement | 85.53  |
| CAUSES-Cntr Urb Agr-Staff                    | 151.94 |
| Information Technology                       | 102.25 |
| Facilities Man ? Wage Grade- n               | 151.94 |
| WFDLL Site Ops - Staff                       | 151.94 |
| OCFO - UDC                                   | 102.25 |
| Information Services and Management          | 81.37  |
| CAUSES                                       | 102.25 |
| Capital Projects - Staff                     | 102.25 |
| General Counsel                              | 102.25 |
| Student Affairs - Staff                      | 92.35  |
| Human Resources                              | 102.25 |
| Human Resources                              | 151.94 |

|   |        |
|---|--------|
| Information Technology                  | 81.37  |
| CAUSES                                  | 102.25 |
| CAUSES                                  | 81.37  |
| Human Resources                         | 75.49  |
| Athletics Department                    | 47.77  |
| Human Resources                         | 102.25 |
| Enrollment Services                     | 102.25 |
| Enrollment Services                     | 151.94 |
| Human Resources                         | 151.94 |
| Enrollment Services                     | 102.53 |
| Information Technology                  | 81.37  |
| Enrollment Services                     | 102.25 |
| Enrollment Services                     | 151.96 |
| Office of the President                 | 102.25 |
| Chief Community College Officer         | 81.37  |
| Chief Community College Officer         | 102.25 |
| OCFO - UDC                              | 102.25 |
| CAUSES                                  | 102.25 |
| CAUSES                                  | 81.37  |
| Community College                       | 102.25 |
| Information Technology                  | 131.39 |
| Athletics - Staff                       | 102.25 |
| Student Development and Success         | 102.25 |
| Athletics - Staff                       | 240.03 |
| Student Development and Success         | 102.25 |
| Provost Office - Academic Affairs       | 151.94 |
| Student Development and Success         | 102.25 |
| CAUSES                                  | 102.25 |
| Facilities Man ? Wage Grade- n          | 520.91 |
| DACSL Dean-Faculty                      | 102.25 |
| Student Affairs - Staff                 | 102.25 |
| Office of Enrollment Services           | 102.25 |
| Capital Projects                        | 81.37  |
| Office of Career Services               | 102.25 |
| Public Safety - Staff                   | 822.21 |
| CAUSES                                  | 102.25 |
| CAUSES                                  | 102.25 |
| Athletics                               | 81.37  |
| CAUSES-Nutr & Diet-Staff                | 102.25 |
| CAUSES                                  | 102.25 |
| Department of Intercollegiate Athletics | 102.25 |
| Registrar - Staff                       | 81.37  |

|   |        |
|---|--------|
| Enrollment Services                         | 81.37  |
| Office of the President                     | 81.37  |
| Student Development and Success             | 102.25 |
| Office of the President                     | 111.58 |
| Public Safety                               | 81.37  |
| Public Safety                               | 81.37  |
| Student Development and Success             | 151.94 |
| Public Safety                               | 81.37  |
| Public Safety                               | 82.84  |
| Information Technology-Staff                | 77.37  |
| Office of Student Affairs/Community College | 119.61 |
| Counseling and Wellness Center              | 102.25 |
| CAUSES-ESS - Staff                          | 102.25 |
| Facilities & RE -Staff                      | 102.25 |
| Facilities & RE -Staff                      | 81.37  |
| CAUSES                                      | 102.25 |
| Registrar                                   | 102.25 |
| Government Relations                        | 151.94 |
| Athletics Department                        | 175.62 |
| Workforce Development                       | 151.94 |
| Information Technology                      | 102.25 |
| Office of the President                     | 81.37  |
| Community College                           | 63.15  |
| Registrar                                   | 102.25 |
| Student Development and Success             | 53.01  |
| Registrar                                   | 102.25 |
| Workforce Development                       | 28.01  |
| Admissions Office                           | 102.25 |
| Public Safety                               | 81.37  |
| Public Safety                               | 81.37  |
| WFDLL Site Ops - Staff                      | 102.25 |
| Financial Aid Office                        | 102.25 |
| CAUSES                                      | 130.62 |
| CAUSES                                      | 56.07  |
| Public Safety                               | 61.04  |
| Athletics                                   | 102.25 |
| Financial Aid Office                        | 102.25 |
| Campus Police                               | 104.05 |
| Student Development and Success             | 102.25 |
| Enrollment Services/Office Of Registrar     | 102.25 |
| Financial Aid Office                        | 102.25 |
| Office of the Chief Financial Officer       | 388.99 |

|   |          |
|---|----------|
| CAUSES Dean -Staff                                | 151.94   |
| Campus Services - Staff                           | 102.25   |
| Student Affairs - Staff                           | 81.37    |
| Office of Special Programs                        | 102.25   |
| Counseling and Wellness Center                    | 102.25   |
| CAUSES  | 102.25   |
| CAUSES  | 102.25   |
| CAUSES  | 122.59   |
| Student Affairs - Staff                           | 151.94   |
| CAUSES-PH Ed-Faculty                              | 63.15    |
| Public Safety                                     | 81.37    |
| Public Safety - Staff                             | 81.37    |
| Office of Public Safety & Emergency<br>Management | 81.37    |
| Public Safety                                     | 81.37    |
| CAUSES  | 102.25   |
| Athletics - Staff                                 | 102.25   |
| Enrollment Services/Office Of Registrar           | 81.39    |
| Facilities & RE                                   | 237.00   |
| Office of the President                           | 54.37    |
| Chief Academic Officer                            | 102.25   |
| Information Technology-Staff                      | 81.37    |
| Government Relations - Staff                      | 102.25   |
| Office of the President                           | 85.53    |
| Title III Office                                  | 270.95   |
| Office of the Chief Financial Officer             | 102.25   |
| Information Technology-Staff                      | 1,483.86 |
| Public Safety                                     | 61.04    |
| Information Services and Management               | 151.94   |
| Student Development and Success                   | 239.26   |
| CAUSES Dean -Staff                                | 63.15    |
| Health Services - Staff                           | 102.25   |
| CAUSES  | 102.25   |
| Public Safety                                     | 102.25   |
| Student Affairs - Staff                           | 102.25   |
| Information Technology                            | 81.37    |
| CAUSES  | 81.37    |
| College of Arts and Sciences                      | 102.25   |
| Office of Career Services                         | 199.24   |
| Information Technology-Staff                      | 81.37    |
| Capital Projects                                  | 151.94   |
| Information Technology-Staff                      | 84.04    |

|  |        |
|--|--------|
| Information Technology-Staff                   | 81.39  |
| CAUSES-Nutr & Diet-Staff                       | 151.94 |
| CAUSES Dean -Staff                             | 102.25 |
| CAUSES-Nutr & Diet-Staff                       | 102.25 |
| Facilities Management                          | 102.25 |
| CAUSES   | 102.25 |
| CAUSES   | 81.37  |
| Public Safety - Staff                          | 102.25 |
| OPIE - Staff                                   | 81.37  |
| Office of the President                        | 85.53  |
| WFDLL Dean - Staff                             | 102.25 |
| Office of the Chief Operating Officer          | 173.41 |
| Workforce Development                          | 102.53 |
| Workforce Development                          | 102.25 |
| OCFO - UDC                                     | 152.24 |
| CAUSES   | 81.37  |
| DSDS – Student Success Center                  | 102.25 |
| DSDS – Student Success Center                  | 102.25 |
| CAUSES-Nutr & Diet-Faculty                     | 102.25 |
| Enrollment Services                            | 81.54  |
| Office of Sponsored Programs                   | 102.25 |
| College of Arts and Sciences                   | 102.25 |
| CAUSES Dean -Staff                             | 102.25 |
| Office of the Chief Operating Officer          | 81.37  |
| Community College                              | 102.25 |
| Student Development and Success                | 113.16 |
| Public Safety - Staff                          | 85.53  |
| Office of Career Services                      | 102.25 |
| Office of Public Safety & Emergency Management | 85.53  |
| Student Success/TRIO Programs                  | 102.25 |
| CAUSES   | 81.37  |
| DSDS – Student Success Center                  | 102.25 |
| Student Development and Success                | 102.25 |
| Office of the President                        | 102.25 |
| Public Safety                                  | 102.25 |
| Public Safety                                  | 102.25 |
| Office of the Chief Financial Officer          | 151.94 |
| Office of the Chief Financial Officer          | 102.25 |
| Enrollment Services                            | 102.25 |
| Office of the Chief Financial Officer          | 102.25 |
| Enrollment Services                            | 102.25 |

|                                       |        |
|---------------------------------------|--------|
| Registrar                             | 102.25 |
| Enrollment Management                 | 151.94 |
| Office of Human Resources             | 102.25 |
| Workforce Development                 | 102.25 |
| Workforce Development                 | 102.25 |
| Workforce Development                 | 102.25 |
| Workforce Development                 | 151.94 |
| Workforce Development                 | 102.25 |
| Workforce Development                 | 102.25 |
| CAUSES                                | 102.25 |
| Workforce Development                 | 102.25 |
| CAUSES                                | 102.25 |
| Workforce Development                 | 102.25 |
| Workforce Development                 | 122.59 |
| CAUSES                                | 102.25 |
| Public Safety                         | 102.25 |
| Enrollment Services                   | 151.94 |
| Office of the Chief Financial Officer | 102.25 |
| Enrollment Services                   | 102.25 |
| Enrollment Services                   | 102.25 |
| Enrollment Services                   | 102.25 |
| Enrollment Services                   | 102.25 |
| Human Resources                       | 49.38  |
| Office of the President               | 81.37  |
| CAUSES                                | 81.37  |
| DSDS – Student Success Center         | 102.25 |
| Community College                     | 102.55 |
| Human Resources - Staff               | 151.94 |
| CAUSES                                | 102.25 |
| Workforce Development                 | 102.25 |
| Workforce Development                 | 102.25 |
| CAUSES                                | 64.78  |
| CAUSES                                | 63.15  |
| CAUSES                                | 102.25 |
| Enrollment Services                   | 81.37  |
| CAUSES                                | 81.37  |
| CAUSES                                | 81.37  |
| CAUSES                                | 102.25 |
| CAUSES                                | 102.25 |
| CAUSES                                | 102.25 |
| Enrollment Services                   | 102.25 |
| DSDS – Student Success Center         | 102.25 |
| DSDS – Student Success Center         | 102.25 |

|  |          |
|--|----------|
| Office of Career Services                    | 102.25   |
| DSDS – Student Success Center                | 102.25   |
| DSDS – Student Success Center                | 102.25   |
| DSDS – Student Success Center                | 102.25   |
| CAUSES                                       | 102.25   |
| CAUSES                                       | 102.25   |
| CAUSES                                       | 102.25   |
| Workforce Development                        | 102.25   |
| Workforce Development                        | 102.25   |
| CAUSES                                       | 102.25   |
| CAUSES                                       | 102.25   |
| Workforce Development                        | 63.15    |
| CAUSES                                       | 102.25   |
| CAUSES                                       | 107.95   |
| Workforce Development                        | 102.25   |
| Office of Strategic Sourcing and Procurement | 102.25   |
| Information Technology                       | 1,743.12 |

**Attachment #4(b) Cellular Device List FY 2022 (to date), By Department**

| <b>Department</b>  | <b># of FTEs with Mobile Devices</b> | <b># of Mobile Devices</b> |
|--|--------------------------------------|----------------------------|
| Admissions Office  | 2                                    | 2                          |
| Athletics  | 9                                    | 10                         |
| Auxiliary Services                                       | 2                                    | 3                          |
| Campus Services  | 11                                   | 11                         |
| Capital Projects   | 4                                    | 5                          |
| CAUSES   | 66                                   | 73                         |
| Chief Academic Officer                                   | 1                                    | 1                          |
| Chief Financial Officer                                  | 3                                    | 3                          |
| College of Arts and Sciences                             | 4                                    | 4                          |
| Community College  | 10                                   | 11                         |
| Counseling and Wellness Center                           | 2                                    | 2                          |
| DACSL Dean-Faculty                                       | 1                                    | 1                          |
| David A Clarke School of Law                             | 1                                    | 1                          |
| Department of Intercollegiate Athletics                  | 1                                    | 1                          |
| Division of Student Development and Success              | 14                                   | 14                         |
| Enrollment Management                                    | 16                                   | 20                         |
| Facilities & Real Estate                                 | 15                                   | 15                         |
| Financial Aid Office                                     | 3                                    | 3                          |
| General Counsel  | 1                                    | 1                          |
| Government Relations                                     | 3                                    | 3                          |
| Health Services - Staff                                  | 1                                    | 1                          |
| Information Technology                                   | 24                                   | 29                         |
| Institutional Research                                   | 3                                    | 5                          |
| Learning Resources                                       | 2                                    | 2                          |
| Marketing and Communications                             | 1                                    | 1                          |
| Office of Student Affairs/Community College              | 1                                    | 1                          |
| Office of Career Services                                | 5                                    | 5                          |
| Office of Enrollment Services                            | 1                                    | 1                          |
| Office of Facilities & Real Estate Management/Operations | 1                                    | 1                          |
| Office of Human Resources                                | 12                                   | 14                         |
| Office of the Chief Operating Officer                    | 1                                    | 2                          |
| Office of Public Safety & Emergency Management           | 39                                   | 47                         |
| Office of Special Programs                               | 1                                    | 1                          |
| Office of Sponsored Programs                             | 1                                    | 1                          |
| Office of Strategic Sourcing and Procurement             | 3                                    | 3                          |
| Office of the Board of Trustees                          | 3                                    | 3                          |
| Office of the Chief Financial Officer                    | 10                                   | 10                         |
| Office of the Chief Operating Officer                    | 1                                    | 2                          |
| Office of the General Counsel                            | 3                                    | 3                          |
| Office of the President                                  | 12                                   | 15                         |
| Office of the Registrar                                  | 4                                    | 5                          |
| Provost Office - Academic Affairs                        | 1                                    | 1                          |
| School of Business and Public Administration             | 4                                    | 4                          |
| School of Engineering and Applied Sciences               | 1                                    | 1                          |
| Student Development and Success                          | 22                                   | 24                         |

|                               |     |     |
|-------------------------------|-----|-----|
| Student Success/TRIO Programs | 1   | 1   |
| Title III Office              | 2   | 2   |
| Workforce Development         | 29  | 30  |
| Total                         | 358 | 399 |

**Attachment #4(b) Cellular Device List FY 2022 (to date), By Department**

| <b>Department</b>  | <b># of FTEs with Mobile Devices</b> | <b># of Mobile Devices</b> |
|--|--------------------------------------|----------------------------|
| Admissions Office  | 2                                    | 2                          |
| Athletics  | 9                                    | 10                         |
| Auxiliary Services                                       | 2                                    | 3                          |
| Campus Services  | 11                                   | 11                         |
| Capital Projects   | 4                                    | 5                          |
| CAUSES   | 66                                   | 73                         |
| Chief Academic Officer                                   | 1                                    | 1                          |
| Chief Financial Officer                                  | 3                                    | 3                          |
| College of Arts and Sciences                             | 4                                    | 4                          |
| Community College  | 10                                   | 11                         |
| Counseling and Wellness Center                           | 2                                    | 2                          |
| DACSL Dean-Faculty                                       | 1                                    | 1                          |
| David A Clarke School of Law                             | 1                                    | 1                          |
| Department of Intercollegiate Athletics                  | 1                                    | 1                          |
| Division of Student Development and Success              | 14                                   | 14                         |
| Enrollment Management                                    | 16                                   | 20                         |
| Facilities & Real Estate                                 | 15                                   | 15                         |
| Financial Aid Office                                     | 3                                    | 3                          |
| General Counsel  | 1                                    | 1                          |
| Government Relations                                     | 3                                    | 3                          |
| Health Services - Staff                                  | 1                                    | 1                          |
| Information Technology                                   | 24                                   | 29                         |
| Institutional Research                                   | 3                                    | 5                          |
| Learning Resources                                       | 2                                    | 2                          |
| Marketing and Communications                             | 1                                    | 1                          |
| Office of Student Affairs/Community College              | 1                                    | 1                          |
| Office of Career Services                                | 5                                    | 5                          |
| Office of Enrollment Services                            | 1                                    | 1                          |
| Office of Facilities & Real Estate Management/Operations | 1                                    | 1                          |
| Office of Human Resources                                | 12                                   | 14                         |
| Office of the Chief Operating Officer                    | 1                                    | 2                          |
| Office of Public Safety & Emergency Management           | 39                                   | 47                         |
| Office of Special Programs                               | 1                                    | 1                          |
| Office of Sponsored Programs                             | 1                                    | 1                          |
| Office of Strategic Sourcing and Procurement             | 3                                    | 3                          |
| Office of the Board of Trustees                          | 3                                    | 3                          |
| Office of the Chief Financial Officer                    | 10                                   | 10                         |
| Office of the Chief Operating Officer                    | 1                                    | 2                          |
| Office of the General Counsel                            | 3                                    | 3                          |
| Office of the President                                  | 12                                   | 15                         |
| Office of the Registrar                                  | 4                                    | 5                          |
| Provost Office - Academic Affairs                        | 1                                    | 1                          |
| School of Business and Public Administration             | 4                                    | 4                          |
| School of Engineering and Applied Sciences               | 1                                    | 1                          |
| Student Development and Success                          | 22                                   | 24                         |
| Student Success/TRIO Programs                            | 1                                    | 1                          |
| Title III Office   | 2                                    | 2                          |
| Workforce Development                                    | 29                                   | 30                         |
| <b>Total</b>   | <b>358</b>                           | <b>399</b>                 |

**Agency Name**

University of the District of Columbia

**Annual Freedom of Information Act Report for Fiscal Year 2021**

**October 1, 2020 through September 30, 2021**

**FOIA Officer Reporting Thomas E. Redmond, on behalf of Avis Marie Russell, FOIA Officer**

**PROCESSING OF FOIA REQUESTS**

1. Number of FOIA requests received during reporting period .....14
2. Number of FOIA requests pending on October 1, 2020.....4
3. Number of FOIA requests pending on September 30, 2021.....3
4. The average number of days unfilled requests have been pending before each public body as of September 30, 2021 .....n/a\*

**DISPOSITION OF FOIA REQUESTS**

5. Number of requests granted, in whole.....10
6. Number of requests granted, in part, denied, in part.....2
7. Number of requests denied, in whole.....0
8. Number of requests withdrawn.....0
9. Number of requests referred or forwarded to other public bodies.....1
10. Other disposition .....1

**NUMBER OF REQUESTS THAT RELIED UPON EACH FOIA EXEMPTION**

11. Exemption 1 - D.C. Official Code § 2-534(a)(1).....0
12. Exemption 2 - D.C. Official Code § 2-534(a)(2).....0
13. Exemption 3 - D.C. Official Code § 2-534(a)(3)  
Subcategory(A).....0  
Subcategory(B).....0  
Subcategory(C).....0  
Subcategory(D) ..... 0  
Subcategory(E)..... 0  
Subcategory (F) .....0
14. Exemption 4 - D.C. Official Code § 2-534(a)(4) .....0
15. Exemption 5 - D.C. Official Code § 2-534(a)(5).....0

|   |   |
|---|---|
| 16. Exemption 6 - D.C. Official Code § 2-534(a)(6)        |   |
| Subcategory (A).....                                      | 0 |
| Subcategory (B).....                                      | 0 |
| 17. Exemption 7 - D.C. Official Code § 2-534(a)(7).....   | 0 |
| 18. Exemption 8 - D.C. Official Code § 2-534(a)(8).....   | 0 |
| 19. Exemption 9 - D.C. Official Code § 2-534(a)(9).....   | 0 |
| 20. Exemption 10 - D.C. Official Code § 2-534(a)(10)..... | 0 |
| 21. Exemption 11 - D.C. Official Code § 2-534(a)(11)..... | 0 |
| 22. Exemption 12 - D.C. Official Code § 2-534(a)(12)..... | 0 |

|   |
|---|
| <b>TIME-FRAMES FOR PROCESSING FOIA REQUESTS</b> |
|---|

|   |    |
|---|----|
| 23. Number of FOIA requests processed within 15 days.....         | 3  |
| 24. Number of FOIA requests processed between 16 and 25 days..... | 4  |
| 25. Number of FOIA requests processed in 26 days or more.....     | 7  |
| 26. Median number of days to process FOIA Requests.....           | 24 |

|  |
|--|
| <b>RESOURCES ALLOCATED TO PROCESSING FOIA REQUESTS</b> |
|--|

|   |         |
|---|---------|
| 27. Number of staff hours devoted to processing FOIA requests.....                | >40     |
| 28. Total dollar amount expended by public body for processing FOIA requests..... | >\$1000 |

|  |
|--|
| <b>FEES FOR PROCESSING FOIA REQUESTS</b> |
|--|

|  |   |
|--|---|
| 29. Total amount of fees collected by public body..... | 0 |
|--|---|

|   |
|---|
| <b>PROSECUTIONS PURSUANT TO SECTION 207(d) OF THE D.C. FOIA</b> |
|---|

|  |   |
|--|---|
| 30. Number of employees found guilty of a misdemeanor for arbitrarily or capriciously violating any provision of the District of Columbia Freedom of Information Act ..... | 0 |
|--|---|

|   |
|---|
| <b>QUALITATIVE DESCRIPTION OR SUMMARY STATEMENT</b> |
|---|

Pursuant to section 208(a)(9) of the D.C. FOIA, provide in the space below or as an attachment, “[a] qualitative description or summary statement, and conclusions drawn from the data regarding compliance [with the provisions of the Act].”

\*During the period, the public health emergency tolled the response times, the University processed 14 FOIA requests. Of these responses, four (4) required the need for in person search and collection of data. Five of the requestors were business intelligence data collection and analysis firms specializing in database services to universities and others. Three repeat filers and two others were affiliated with the University.

**UDC FY 22 Performance Plan (in accordance w/Equity Imperative Goals, Objectives and KPIs)**

| <b>Strategic Initiatives</b>   | <b>Objectives</b>  | <b>KPIs</b>   |
|--|--|---|
| UDC will be a Model of Urban Student Success                                       | Offering effective and affordable academic and workforce programs            | 90% of University activities aligned to student learning outcomes |
|  | Launching nationally recognized urban research and scholarship               |   |
|  | Strengthening links to government and community stakeholders                 |   |
| UDC will award more degrees and workforce credentials                              | Charting seamless pathways between training, education, and employment       | 100% of AS to BA programs seamless pathways                       |
|  | Ensuring students succeed by providing coaching, tutoring, and financial aid |   |
|  | Creating environments conducive to learning                                  |   |
| UDC will graduate passionate leaders who will transform our lives and urban spaces | Encourage multicultural engagement   | 35% of graduates employed within 12 months of graduation          |
|  | Enrich our curriculum with experiential learning                             |   |
|  | Equip our curriculum with experiential learning                              |   |
|  | Equip students with self-awareness tools and senses of empowerment           |   |